

NCO LEADERSHIP: TASKS, SKILLS AND FUNCTIONS

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20. (cont.)

leadership positions and a comparison between job dimensions on the importance, difficulty and frequency for each duty position and type of MOS. These empirically derived job dimensions provided the structure and direction for in-depth performance interviews with job incumbents. Incidents of effective prototypical leadership performance within the limits of the identified job dimensions were discussed by the interviewees. Analysis of the interviews resulted in a list of the competencies and skills required for effective performance of an NCO in the specified duty position.

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INTRODUCTION

To explicate the dynamics of leadership as manifested in an organizational context, it is necessary to describe the factors involved in the performance of leadership functions. This is made difficult by the complexity of leadership and supervisory activities and the variability in leader requirements. In determining the parameters of a leadership position, changes in requirements based on the situation, the leader, and the organization must be considered. All of these help determine what is actually involved in the effective performance of a leader or supervisor.

In order to develop a means for describing similarities and differences in leader behaviors, roles, and functions, their fundamental common and unique dimensions need to be identified in a way that allows for the application of these dimensions to a wide range of leadership and supervisory situations. By determining the dimensions of leadership and by identifying the related tasks and skills required for leader performance, it is then possible to measure effective and ineffective leader performance for a given situation or organization.

A key step in identifying leadership dimensions and requirements is an analysis of the non-technical supervisory (leader) tasks performed by personnel in leadership positions.

Extensive research has been conducted to determine the common and MOS-specific tasks and skills required of military personnel for job performance (c.f. Brown & Jacobs, 1970, Harris, Campbell, Osborn & Boldovici, 1975). However, there has been little or no systematic effort

to determine the leader tasks and skills required of non-commissioned officers in performing their supervisory duties that are common across all military occupational specialties.

Non-commissioned officers serving as squad leaders, platoon sergeants, section chiefs, and first sergeants, fulfill key leadership roles within the military structure. Thus, the development of these personnel as skilled, professional supervisors, managers, trainers, and leaders is vital in today's Army. Recognition of the importance of non-commissioned officer leadership development is exemplified by current NCO professionalism initiatives, the recent attempts to systematize leader development in the Army, and the increased emphasis on leadership training within the service schools.

In order to develop improved selection methods, training and criteria for promotion of NCOs, it is necessary to first identify the critical tasks, skills and competencies required of NCOs in performing their non-MOS-specific duties as leaders and supervisors.

Traditional analysis procedures are useful in identifying and describing technical job-related tasks and skills. However, these methods are not adequate when identifying the non-technical skills associated with leadership and supervision. Too frequently a description of these skills has been avoided because of the difficulty encountered in analyzing them, and only the technical tasks and skills performed by supervisors have been identified (Hebein, 1982).

The difficulty in attempting to identify the critical leader tasks, skills and competencies is related to the complexity and elusiveness of

the concept of leadership. While it is relatively simple to observe, document, and describe performance of technical tasks, it is much more difficult to observe and describe the behaviors exhibited by an individual performing leadership functions. For example, detailing the behaviors and skills required to assemble a piece of equipment is much easier than determining the skills involved in effectively motivating subordinates.

Various approaches have been utilized in an attempt to develop inventories of leader tasks and to determine what skills are required for task performance. The most common among these are: 1) the ad hoc or consensus approach (Clement & Ayres, 1976; Hillelsohn, 1981), 2) job or task analysis of leadership situations (Powers, Caviness, Jacobs & Maxey, 1974), 3) factor analysis of leadership tasks (Helme, Willemin & Grafton, 1974; Dowell & Wexley, 1978) and 4) identification of generic skills or competencies (Peterson & Rumsey, 1981, Klemp, Munger & Spencer, 1977). An assessment of the value of each of these approaches is contained in Hebein, 1982. The approach used in the present study included 1) an analysis of the tasks performed by NCOs in four duty positions; 2) the classification of those tasks into job dimensions; and 3) the identification of the generic skills and competencies required for effective leader performance in the four duty positions.

Task Analysis

Procedures for systematic job and task analysis in the Armed Forces were developed in the 1950s (see Olmstead, 1982). These procedures, which have been widely implemented by the Army, generally involve the use

of a task inventory administered to job incumbents. This standardized, self-administered checklist usually contains items describing a variety of duties related to a given job. The items are based on information about the job and reviews of that information by experts on the particular job (Schulz, 1978). Incumbents then rate the tasks on selected dimensions.

Task analysis and task inventory approaches were originally developed to provide data on "hard skills", i.e., technical tasks. Task inventories for "soft skills", i.e., leadership, are somewhat more difficult to develop since 1) it is sometimes difficult to isolate discrete cognitive and interpersonal tasks, 2) they may have to be stated at more general levels, 3) and they often cover broader areas of activities than technical tasks. Because of these attributes, there is opportunity for greater disagreement among "experts" used to develop and confirm task lists, and it may be more difficult for the workers to rate the tasks.

Nevertheless, task analyses of soft skill jobs are conducted, and the results have proved valuable in identifying leadership functions. For example, conventional task inventory and CODAP analysis procedures were used to identify tasks and derive leader skills for battalion commanders and staff officers (Powers and DeLuca, 1972) and Coast Guard Officers (Powers, Caviness, Jacobs, and Maxey, 1974). Lane and Marshall (1973) used task inventory procedures to conduct task analyses on representative Infantry and Quartermaster jobs for the purpose of developing duty modules for Infantry and Quartermaster officers. When the proper background information has been used and tasks carefully defined, task

inventory procedures have produced satisfactory results for soft tasks such as those required of leaders. The main concern is that careful attention be paid to the level of generalization of task statements and the terms used to describe tasks in order to avoid ambiguity and overlap.

In the present study a task inventory approach was used to identify the non-technical, leader tasks performed by non-commissioned officers. The tasks underlie a set of job dimensions essential to a functional description of leader behavior.

Job Performance Dimensions

The need for identifying the organizing principles and general dimensions of leadership (Stogdill, 1974) and managerial performance (Campbell, Dunnette, Lawler, and Weick, 1970) has been recognized by many researchers. In fact, a number of recent studies on leadership have attempted to identify and validate manageable sets of dimensions which would be applicable across leadership situations and, in some cases, across jobs and even organizational levels.

In their consideration of the problem of describing the managerial job, Campbell, et al (1970) strongly advocated new research efforts to discover the fundamental dimensions that might be used in describing any managerial job. They outlined several very general steps in the development of job dimensions:

- (1) Systematically observe or record a variety of managerial jobs to identify behaviors required to perform them.
- (2) Analyze these job behaviors to discover broad behavioral content categories.

(3) Try out the categories as a means of describing another sample of jobs.

(4) Modify the categories as a result of these new observations.

Basically, what is being proposed is a taxonomy, a scheme or system for classifying things (tasks, categories of behavior, jobs, etc.) in such a manner that relationships among them can be shown and summarized.

In reviewing taxonomic systems and methods it is clear that a major concern is the conceptual base underlying the classification scheme and the terminology used to describe entities (Bownas & Cooper, 1978). In the present study, a behavior description approach (Wheaton, Rose, Fingerman, Karotkin and Holding, 1976) was used. This approach is based on descriptions of what is actually done in the performance of a task. The emphasis is on a description of overt behaviors in accomplishing a task. These tasks are then grouped in terms of the broader general functions they serve, i.e., job dimensions.

Generic Skills and Competencies

Although substantive work directly related to generic skills, or competencies is recent, recognition of general skills as probable determiners of effectiveness has a long history. Bennis (1959), Katz (1955), Likert (1961), McGregor (1960), and Fiedler (1965) have all indicated a recognition that there does not appear to be a single pattern of specific leader behaviors which will consistently produce the best organizational performance.

More recently, Mintzberg (1973) argued that too great an emphasis has been placed on teaching the functions of management and that better

results would be obtained from training in those general skills characteristic of all managers, regardless of level. Included were peer skills, leadership skills, conflict resolution skills, information processing skills, skills in decision making under ambiguity, resource allocation skills, entrepreneurial skills, and skills of introspection.

Interest in skills that cut across tasks or jobs has been greater in the military services than the civilian world. In 1952, Carter published an analysis of leadership performance in both military and civilian groups. This article gave rise to the Army's long standing "Principles of Leadership" used so frequently in Army leadership training programs. Among the behaviors identified by Carter were: performing technical specialty, knowing subordinates and showing consideration for them, keeping channels of communication open, accepting responsibility and setting an example, initiating and directing action, training for team effort, and decision making. It is interesting to note that several of these behaviors closely resemble some of the generic leader skills/competencies identified in the present study.

Peterson and Rumsey (1981) noted four generic skills which repeatedly emerge in leadership studies: problem-solving, communication, critical inquiry, and valuing/self knowledge. They described generic skills as the "common denominators" underlying most complex leader tasks. They suggested that, with appropriate training in such skills, leaders may become better and more flexible problem solvers and, accordingly, more proficient at the tasks they perform.

Peterson and Rumsey associated their generic skills with competence and even discussed "generic competency skills." However, generic skills

are not quite the same thing as the "competencies" identified by Klemp, Munger, and Spencer (1977). These authors described competencies as the "individual skills, characteristics, or abilities" used by leaders. It should be noted that, although competencies were described as "skills, characteristics, or abilities," those identified in the Navy study were essentially leader behaviors.

Cullen, Klemp, and Rossini (1981) identified competencies required by Organizational Effectiveness Staff Officers (OESO). Using procedures similar to the Naval Competency study, they found nine competency clusters: functional knowledge, strong self-concept, professional self-image, develop common understanding, personal influence, diagnostic skill, tactical planning, tactical flexibility, and results orientation. Subsumed under the nine clusters were 34 skills, knowledges and abilities found to distinguish between superior and average OESOs.

In general, the characteristics of generic skills/competencies are:

1. They contain a unique hierarchy of component skills.
2. They are pervasive and utilized in the accomplishment of many jobs.
3. Their development is dependent on the mastery of a knowledge base.
4. They require integration of lower order skills.
5. They can be applied in a variety of job contexts.

Generic skills/competencies can be viewed as the components of a functional typology of leadership. Classification of leaders according to the kinds of functions they perform has been undertaken by a number of

researchers. Coffin (1944) and Davis (1942) suggested a three-part break-down: supervision, planning and organizing. Other functions which have been suggested include member support, facilitation of interaction and work, and goal emphasis (Bowers & Seashore, 1967), maintaining standards (Berkowitz, 1953) keeping ethical satisfactions (Cattell, 1951), etc.

In the present study, the generic skills/competencies identified will be further organized into functional leadership categories for presentation purposes.

Summary

In summary, the present study utilized a generic competency/skill approach in providing a comprehensive, descriptive model of leader performance across four leadership positions within the NCO corps. The research focused on the identification of a set of skills and competencies that underlie successful supervision/leadership performance of non-commissioned officers (NCOs) in the United States Army. The objectives of the research conducted were to:

- 1) identify those non-technical tasks performed by personnel at four different supervisory levels within the NCO Corps;
- 2) determine the frequency, importance, and difficulty of performing the tasks;
- 3) identify functional categories or job dimensions in which to organize the tasks;
- 4) compare the frequency, importance and difficulty of performing the tasks as organized into job dimensions by NCOs in different duty positions and type of MOS.
- 5) identify the skills/competencies required to perform these tasks;

- (6) organize the skills/competencies into a set of leader functions;
- (7) determine the skills/competencies that are common across the
four levels of NCOs and those that differ between levels;
- (8) identify generic skills/competencies that are common to all
supervisory functions.

METHOD

Two phases of data collection were carried out during the project. The objectives of the data collection efforts for Phase I were 1) to identify the most important non-technical tasks performed by NCOs in the positions of first sergeant, platoon sergeant, section chief and squad leader, 2) to determine the frequency, importance, and difficulty of performing each of these tasks, 3) to organize the tasks into job dimensions, and 4) to compare the responses of NCOs in different duty positions and different MOS types on the frequency, importance and difficulty of performing the tasks by job dimension. For Phase II the objectives of the data collection were to identify the competencies and skills required in leader task performance and to determine the differences and commonalities in competency/skill requirements among positions within a specified set of leader functions. The specific methods used in conducting the study are described below.

Phase I: Identification of Leader Tasks of Non-commissioned Officers Generation of Task Lists

The initial step in the identification of the non-technical tasks performed by NCOs was the generation of lists of the specific leadership tasks performed by first sergeants, platoon sergeants, section chiefs, and squad leaders.

The lists for the four leadership positions were based on a task list prepared by the Sergeants Major Academy, Fort Bliss, Texas, in an effort to identify the common tasks associated with the duty position

of first sergeant (U.S. Army Sergeants Major Academy, 1979). The tasks associated with the other duty positions were derived from the first sergeants' task list by 1) revising the task statements to fit the appropriate duty positions; 2) deleting those tasks that did not apply; and 3) adding tasks specific to a given position. This process of translating the first sergeants' tasks into work statements describing the tasks of the other duty positions was accomplished in three phases (Sharon & Kaplan, 1982).

1. The original translation of the first sergeants' task list was carried out by a member of the research team familiar with the leadership responsibilities of NCOs. Experts on the NCO duty positions from the cadre of the 7th Signal Brigade NCO academy were then given copies of the task lists for all four positions. The research team then conducted a detailed review of the first sergeants' list and the lists developed for the other positions with the experts. They were requested to make additions or deletions to the lists based on their knowledge of that duty position. As a result, three additional task lists were developed, one for each of the duty positions of platoon sergeant, section chief, and squad leader.

2. These tentative lists were then given to eight job incumbents (two incumbents per duty position) to identify those tasks which were, in fact, the non-technical tasks required of an NCO in their duty position. The job incumbents were selected by the commandant of the 7th Signal Brigade NCO academy and the CSM of the 7th Signal Brigade. Selection criteria included length of time in duty position (minimum

six months); recognition as an outstanding NCO (awards or membership in the Sergeant Morales Club); and knowledge of technical job requirements and leadership skills (based on outstanding performance evaluations). A member of the research team reviewed the task list for a duty position with the two job incumbents for that position. Each task was reviewed independently allowing the job incumbents to discuss agreements or differences with the researcher. These review sessions averaged three to four hours in length and provided an extensive analysis of each task for a position. All proposed additions or deletions resulting from this review were discussed with the incumbents to clarify the meaning and phrasing of the task statements. The lists then were revised and prepared for the final step in the process.

3. Two groups of NCOs familiar with the specified duty positions and the task requirements of these positions were asked to review the tentative lists and make any additional changes. The two groups consisted of sixteen instructors from the NCO academies located in West Germany and six members of the Sergeant Morales Club, an honorary club of NCOs who are recognized by USAREUR for their superior performance. An equal number of NCOs per duty position was maintained. Members of the research staff met with the two groups and in extensive interviews discussed suggested revisions with them in order to reach consensus on the task statements, their accuracy, and their applicability to the duty positions being studied.

As a result of this three step validation process, task lists were developed for the four leadership positions. An example of the

types of task statements derived for each of the duty positions appears in Table 1. The complete task lists for all four positions are contained in Appendix A-1. The lists are presented in a format which allows for comparison of the four lists and for identification of the additions or deletions that were made from the first sergeants' list for each of the other positions.

Survey Instrument

Following generation of the task lists, a survey instrument was developed for each leadership position containing the specific tasks performed by personnel in that position. The survey instrument, as shown in Table 2, required the respondents to indicate the frequency of performance for each task, the importance of each task to overall job performance, the difficulty of the task for job incumbents and the difficulty of the task for those new to the job. (An example of the complete survey is contained in Appendix B-6).

Frequency was measured along a seven-point scale ranging from 1) Do not perform, to 7) Several times a day. Importance was measured on a seven point scale ranging from 1) Not important at all, to 7) Extremely important. Difficulty was measured on seven-point scales ranging from 1) Very easy, to 7) Extremely difficult.

Procedure

The NCO Leader Task Survey was administered to groups of from 30 to 80 non-commissioned officers at each of nine locations in USAREUR by members of the HumRRO staff. Respondents were briefed on the purpose of the study and told that their participation was voluntary and their responses would be confidential. All chose to complete the

	<u>DUTY POSITIONS</u>			
	FIRST SERGEANT	PLATOON SERGEANT	SECTION CHIEF	SQUAD LEADER
L				
E	PREPARE AND MAINTAIN DUTY ROSTER	MONITOR UNIT DUTY ROSTER FOR PLATOON	MONITOR UNIT DUTY ROSTER FOR SECTION	MONITOR UNIT DUTY ROSTER FOR SQUAD
A				
D				
E	INITIATE ADMINISTRATIVE ACTION ON AWOL SOLDIERS	REPORT AWOL SOLDIERS	REPORT AWOL SOLDIERS	REPORT AWOL SOLDIERS
R				
T	MONITOR RATION RECORDS AND REPORTS	NA	NA	NA
A				
S				
K	IMPLEMENT TRAINING TO CORRECT INDIVIDUAL/ UNIT DEFICIENCIES	IMPLEMENT/CONDUCT TRAINING TO CORRECT INDIVIDUAL DEFICIEN- CIES IN PLATOON	IMPLEMENT/CONDUCT TRAINING TO CORRECT INDIVIDUAL DEFICIEN- CIES IN SECTION	IMPLEMENT/CONDUCT TRAINING TO CORRECT INDIVIDUAL/SQUAD DEFICIENCIES
S				

Table 1
NCO Leader Task Lists

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is the task for new 1SGs?
	7--Several times a day 6--Almost every day 5--1 or 2 times a week 4--1 or 2 times a month 3--1 or 2 times every 3 mos. 2--1 or 2 times a year 1--Do not perform	7--Extremely important 6--Very important 5--Fairly important 4--Somewhat important 3--Not very important 2--Fairly unimportant 1--Not important at all	7--Extremely difficult 6--Very difficult 5--Fairly difficult 4--Somewhat difficult 3--Not difficult 2--Fairly easy 1--Very easy	7--Extremely difficult 6--Very difficult 5--Fairly difficult 4--Somewhat difficult 3--Not difficult 2--Fairly easy 1--Very easy
1. Receive and route correspondence				
2. Provide training guidance to subordinates				
3. Conduct physical security inspection				
4. Establish operating posts				
5. Prepare enlisted personnel rating scheme				

Table 2
Leadership Task Survey

survey. The rating scales for the questions on the survey were explained and participants were given instructions on how to complete the survey. The specific information and explanations given to the participants are contained in Appendix B-3.

Survey Participants

Participants in the survey had to be in the position of first sergeant, platoon sergeant, section chief or squad leader in either a Combat Arms, Combat Support, or Combat Service Support MOS. In addition they were required to have been in that position for at least six months. These criteria along with the approximate numbers of participants required in each duty position and MOS category were provided to the command sergeant majors of V and VII Corps. The requests for participants were then staffed out to division CSMs who delegated actual selection to the sergeants major of the participating units. In many cases, based on the criteria provided, all the personnel who met these criteria within a unit were selected in order to meet the specified quotas. From the eligibles at each location, those who were available for participation on the dates established for the data collection were surveyed.

A total of 595 NCOs were surveyed at nine locations within V Corps, VII Corps and 21st Support Command. The participants representing the four duty positions were divided among Combat Arms (CA) MOS, Combat Support (CS) MOS and Combat Service Support (CSS) MOS. The number of participants by position and unit is given in Table 3. Of the total number of surveys, fifteen were not analyzed due to failure on the part of the NCO to complete the survey.

Table 3

Number of Participants by Position and Type of MOS

	Combat Arms	Combat Support	Combat Service Support	Total
First Sergeant	69	21	36	126
Platoon Sergeant	83	40	44	167
Section Chief	63	39	56	158
Squad Leader	61	28	40	129
Total	276	128	176	580

One of the criteria for selection was that participants have experience in their duty position. In the background information (Appendix B-5) completed by participants, they were asked how long they had been in their present duty position. As indicated in Table 4, a majority of the subjects had been in their present duty position for a year or more.

Determination of Job Dimensions

Once the tasks performed by NCOs in the four leadership positions were identified, tasks were organized into a limited number of categories or job dimensions. The dimensions chosen represented functional clusters of tasks. Clustering was based on the functional relatedness of task content. The tasks for each position were analyzed separately and similar content clusters within the task lists for each position were placed in a dimension.

Initially, task lists were divided into the eight dimensions of the original first sergeants list, which included Administration, Supply, General Military, Personnel Management, Training, Maintenance, Security, and ARTEP. However, these dimensions contained tasks that were not all functionally related. Therefore it was necessary to re-sort the tasks which resulted in an expanded number of dimensions with more homogeneous groupings of the leader tasks. The sorting of tasks into new job dimensions involved both the research team and a panel of experts on NCO leadership. The panel of experts included the sergeant major in charge of the NCO leadership branch ODCSPER, HQ USAREUR & 7th Army, commandants of two NCO academies in USAREUR, and a command sergeant major for a USAREUR military community.

Table 4

Number of Participants by Time in Duty Postion

Months	<u>First Sergeant</u>	<u>Platoon Sergeant</u>	<u>Section Chief</u>	<u>Squad Leader</u>
1-6	20	33	29	19
7-12	31	25	19	11
13-18	28	16	13	11
19-24	11	15	16	10
25+	46	78	81	78

The tasks, divided into the eight general categories, were given to the panel of experts. Each member re-sorted the tasks into more specific functionally related categories. A forced choice sorting method was used requiring the NCOs to break down general categories that had unrelated tasks into two, or at the most, three sub-categories.

Following the independent sorting of the tasks into subcategories, the individual decisions of panel members were analyzed. Agreements among panel members on sorting of the tasks were tabulated. The disagreements or differences in categorizations of the tasks were negotiated among the panel and the researchers, resulting in the assignment of all leadership tasks to categories agreed upon by both groups. A designation of the title for each category or job dimension was then made by the research team based on suggestions from the panel of NCOs. To enable comparisons of the tasks and job dimensions to be made across positions, common labels were used for the dimensions in each of the four task lists. The sorting of leader tasks resulted in the tasks being categorized into eleven job dimensions. These dimensions included:

- General Unit Administration
- Administration of Personnel
- Supply
- General Military - Garrison
- General Military - Tactical/Combat
- Health & Welfare
- Group Management

JOB DIMENSIONS				
	TRAINING	MAINTENANCE	SECURITY	ARTEP AND PERIODS OF HOSTILITY
T	1. Conduct NCO calls	1. Inspect unit buildings and grounds	1. Safeguard "For Official Use Only" material	1. Evaluate/supervise evacuation of sick and injured to aid station
A	2. Recommend personnel to attend service schools/additional or specialized training	2. Inspect organizational equipment (TASC, NBC, tents, field mess, etc.)	2. Conduct physical security inspection	2. Conduct tactical road march
S	3. Provide input to training schedules	3. Inspect weapons	3. Determine unit physical security requirements	3. Establish a tactical bivouac
K				
S	4. Plan unit NCO training	4. Spot-check vehicles for preventive maintenance indicators	4. Maintain a safe or cabinet security record (DA Form 672)	4. Employ/supervise employment of camouflage techniques
	5. Provide training guidance to subordinates	5. Monitor vehicle safety program	5. Review security access roster	5. Conduct rear area protection operations

ARTEP - Army Training & Evaluation Program

Table 5
Job Dimensions and Related Tasks

- Training
- Maintenance
- Security
- ARTEP

Examples of the types of tasks categorized in each job dimension are shown in Table 5. In addition, comparison of the tasks in the original eight dimensions and in the final eleven dimensions can be made by referring to the task lists in Appendix A and the task lists in Appendix E. These eleven functionally determined job dimensions were an essential part of the critical incident interviews used to determine leader competencies and skills in Phase II of the study.

Phase II - Determination of Leader Skills and Competencies

Following the categorization of tasks into eleven job dimensions, interviews were conducted with job incumbents representing the four duty positions. The purpose of the interviews was to obtain descriptions of effective performance on the job dimensions identified above. Each interview focused on one dimension only, providing intensive coverage of all job functions within that dimension. The use of a functional job dimension as the basis for an interview helped to insure that the identification of the relevant competencies and behavioral requirements was not left to chance as would be the case in an unstructured interview. It also helped to insure a sampling of all the types of tasks performed by NCOs and to provide limits and direction to the interviews. From the descriptions of effective leader

performance obtained in the interviews, a method for scoring the interviews was developed in order to determine the number of NCOs who reported the skills/competencies for all dimensions.

Participants

Interviews were conducted with 104 NCOs representing the four duty positions in order to obtain the quota of 88 adequate tapes to score. The other tapes were discarded due to technical problems with the tapes, the interviewee not meeting the selection criteria, or the interviewee's inability to articulate the required information to the interviewer. Of the 22 interviews per position which were scored, half were chosen from a Combat Arms MOS and half from either a Combat Support or Combat Service Support (CSS) MOS so that two interviews were conducted per job dimension with one interviewee being from CA and one from either CS or CSS.

Originally, the sampling plan called for an equal number of Combat Arms, Combat Support, and Combat Service Support NCOs. However, based on the selection criteria given to unit sergeants major, the requested number of interviewees in each position in Combat Support and Combat Service Support were not available. Therefore the two groups were combined to provide an adequate number of participants. The effect this might have had on the results of the interviews was likely not too significant, since the analysis of variance for the task analysis portion of the study indicated that those significant differences found between types of MOS were more often between Combat Arms and the other two types of MOS.

The purpose of the interviews was to obtain descriptions of effective leader performance illustrating the full range of skills required of

non-commissioned officers. To insure that the participants selected for the interviews were NCOs who possessed effective leadership skills and were capable of describing performance of those skills, certain criteria were established in the selection of whom to interview. The criteria included: at least six months tenure in the duty position; recognition as an outstanding NCO, e.g., Sgt. Morales Club membership; and completion of the basic NCOES courses for their duty position. These criteria were provided to the sergeants major in the locations where the interviews were conducted. They then selected the personnel who met the criteria.

Procedure

Interviews with individual NCOs were conducted by four members of the HumRRO staff with previous experience in conducting interviews. Training sessions were held with the four interviewers to establish the specific procedures and techniques to be used. A standard protocol was developed which provided guidelines for the conduct of the interviews (Appendix C-1). The interview techniques and approach represented by the protocol were pilot tested by the senior scientists in a series of four interviews (1 per position). The tapes from these interviews were reviewed during the training sessions to refine the interview techniques of the staff.

At the beginning of the interviews, NCOs were given a brief description of the purpose of the study and asked to complete a background information form (Appendix C-4). They were then given a definition of the job dimension about which they were to be interviewed, and examples of tasks from the task lists within that dimension for their duty position (Appendix C-5).

The NCO was then asked to describe examples of incidents he/she participated in which illustrated effective performance of the tasks within the job dimension chosen for that interview. During the course of the interview, the interviewer probed to insure that a full description of the incident was obtained. The types of information gathered in the interviews describing leader task situations or incidents included the following:

- What was it that had to be accomplished; what were the objectives in each one of the situations described?
- How were the objectives accomplished; what actions were taken?
- What were the problems encountered and how were they overcome?
- What were some of the problems not successfully overcome?

In the course of the description of each situation, information was also gathered on:

- What sources of information were used in carrying out the objectives?
- What decisions were made with regards to actions taken, what people were involved and why were certain decisions made?
- What were the circumstances in which problems came up?
- Who were the people--coworkers, superiors, subordinates--involved in carrying out of tasks; how were they involved and in what capacity, etc.?
- What skills or leader behaviors were required in the course of accomplishing the objectives?
- What were the outcomes, products or results of the actions taken?

Identification of Competency and Skill Categories

The identification of required competencies and skills which served as the basis for the scoring system for the interviews was an inferential process. A sample of interviews across all dimensions were independently reviewed by members of the research team. Two types of information were analyzed including direct statements by interviewees about the skills, knowledge and behaviors required for effective performance of their leadership duties, as well as the descriptions of job incidents and problem situations within the specified job dimension.

The process of analyzing the sample interviews was carried out in several stages. First eight sample interview tapes were reviewed and all direct statements of skills or behaviors extracted. Next the indirect references to skills, behaviors and competencies contained in the discussions of job incidents were analyzed and classified into competency and skill categories. From these analyses a set of behavioral competencies/skills were developed. These independently generated lists of skills/competencies were then compared and submitted to review/arbitration using a third member of the research staff. The categorizations were scrutinized in terms of the classification schemes typically utilized in leadership research (see Stogdill, 1974) and the differences resolved.

In addition the 48 skills/competencies were sorted into a set of leader functions. Again, initial sorts were performed by two senior members of the staff, the classifications were compared and the differences submitted to a third senior scientist who, with reference

to the literature, facilitated a negotiation into the final seven categories used. Table 6 contains the end product of the analysis. This list of competency/skill categories and leadership functions was the basis for the scoring of the taped interviews.

Scoring of Interviews

The taped interviews were scored utilizing the list of competencies and skills described above. This scoring procedure included the following steps:

- a. Two researchers listened to selected tapes, independently, scoring the reports of specified skills and competencies. If additional skills were reported, they were added to the scoring guide. The results of the independent scorings were then compared to determine whether the two scores for the interview were similar. A series of tapes were analyzed in this manner until an inter-rater reliability of better than 90% was reached. Any differences of opinion on reporting of skills during the scoring sessions were resolved and definitions of the skills were clarified. These definitions are provided in Appendix C-16.
- b. Using the scoring guide, the two researchers evaluated all the tapes for reports of the specific skills listed and described. To further minimize the impact of inter-rater differences, each researcher listened to and scored one tape from each job dimension alternating between Combat Arms and Combat Support/Combat Service Support interviews. Where reporting of behaviors reflecting a skill occurred, the presence of that skill was noted on the score sheet. Initially a tally was kept of the

Table 6
Leadership Functions and Related Skills/Competencies

SUPERVISING

Directing
Assigning Duties & Tasks
Delegating
Informing Subordinates
Explaining/Advising
Evaluating Performance
Coercing
Exhorting
Rewarding
Punishing
Reprimanding
Representing the Group

ORGANIZING AND CONTROLLING
RESOURCES

Inspecting
Monitoring
Evaluating Results
Organizing
Coordinating Activities
Coordinating Requirements/
Resources
Implementing Orders
Implementing Procedures
Informing Superiors
Reporting and Corresponding

PLANNING

Establishing Procedures
Scheduling
Programming
Allocating Resources
Setting Unit Goals
Acquiring Information

GROUP DEVELOPMENT

Team Building
Resolving Conflicts
Setting Group Performance
Standards
Critiquing Performance

Table 6 (continued)

INDIVIDUAL DEVELOPMENT

Instructing
Coaching
Setting Individual Performance
Standards
Giving Feedback
Performance Counseling
Personal Counseling

INTERPERSONAL RELATIONS

Negotiating
Use of Informal Networks
Establishing Rapport with
Personnel
Resolving Conflicts

PERSONAL ETHICS/ATTITUDES

Achievement Emphasis
Concern for Welfare of Personnel
Setting the Example
Professionalism
Initiative
Adaptability

number of times a skill was reported during an interview. However, variations in the number of job incidents reported, the quality of the interviews, and the length of the interviews resulted in scores which were not comparable from one interview to another. Therefore, the score for a skill was based on whether it was reported at least once (presence) or not reported at all (absence). This resulted in a tally for each duty position of the number of NCOs within that position who reported a particular skill at least once.

- c. Comparisons were then made of the scores for each skill/competency category among the four duty positions.

The number and pattern of skills and competencies identified in the interviews provided the basis for distinguishing between those that are unique to a leadership position and those that are common across positions and thus underlie NCO leader performance at all levels.

RESULTS AND DISCUSSION

The results and discussion of the data analyses for the NCO Leader Skills project are presented in the following sequence. First the results of the NCO Leader Task Survey administered in Phase I of the project will be presented. These include the mean ratings of importance, frequency, and difficulty for the most important (upper quartile) non-MOS specific tasks within each job dimension for each duty position. Second, the importance, difficulty and frequency of performance of each job dimension is subjected to an analysis of variance to determine if differences between duty position and/or type of MOS exist. Reporting of the analysis of the competency and skill requirement interviews from Phase II completes the results section. The information presented includes the percentage of NCOs in each duty position reporting competency categories and skills, and a comparison across duty positions and types of units of the number of NCOs reporting these competencies and skills.

NCO Leader Task Survey

The complete set of leader tasks on which data was collected included 938 tasks. In order to reduce this number to a meaningful sub-set two criteria were applied. Those tasks selected for analysis were (1) in the upper quartile of importance for all tasks and (2) performed by at least fifty percent of the respondents within each duty position. The results for all leader tasks are contained in Appendix E.

First Sergeants

Table 7 contains the first sergeants' leader tasks ranked in the upper quartile on importance across all job dimensions. The tasks are ranked beginning with the most important. The percent of first sergeants who perform the task and the mean importance rating and standard deviation for each task are indicated. In order to make comparisons among related tasks as to the ratings of their importance, frequency and difficulty, these first sergeants' tasks were then classified according to their appropriate job dimensions.

Table 8 presents the most important General Unit Administration tasks of first sergeants. These tasks were performed by over eighty percent of the respondents, were performed fairly frequently (at least several times a month), and were not rated as "difficult" for either job incumbents or for new NCOs. Task 16 (Prepare/maintain unit alert roster) was rated as the most important General Unit Administration task, was ranked as the fourth most important task over all job dimensions, and was performed several times a month. The most frequently performed task, Task 7 (Receive/monitor and route correspondence), was performed by over 96% of the respondents and was second in the ratings of importance for this job dimension.

Nine Administration of Personnel tasks were contained in the upper quartile on ratings of importance for first sergeants (see Table 9). There was great variation in the percentage of respondents performing the tasks (57.94% to 98.41%) and in the frequency of performance (from monthly to daily). None of the tasks was rated as "difficult". The most important task, Task 3 (Prepare and maintain duty roster), was ranked as the third most important task over all dimensions and was a frequently performed task (at least weekly). The

Table 7

First Sergeant Tasks Ranked by Importance

Task	Task Definition	% Who Perform ^a	Mean	SD
70	Enforce standards of military discipline, courtesy & dress	99.20	6.60	.65
128	Prepare rater's/indorser's section of EER	88.88	6.49	.94
3	Prepare and maintain duty roster	98.41	6.39	.79
16	Prepare/maintain unit alert roster	88.88	6.39	.79
5	Supervise Charge of Quarters (CQ)	95.23	6.35	.82
120	Review EER for accuracy and completeness	96.82	6.35	.88
71	Monitor troop health & welfare	99.20	6.32	.83
184	Plan unit individual training	86.50	6.31	.86
55	Evaluate effectiveness of troop mess facility (sanitation, food preparation, etc.)	72.22	6.31	.81
199	Review equipment readiness status	61.11	6.29	.78
116	Recommend personnel for promotion/reduction	100.00	6.28	.90
4	Review & annotate promotion eligibility roster	94.44	6.28	.86
118	Counsel military personnel on job performance (good & bad)	98.41	6.27	.82
73	Brief newly assigned personnel on missions and policies	98.41	6.25	.85
154	Plan unit NCO training	92.85	6.25	.84
255	Organize for combat operations	57.93	6.23	.79
12	Answer pay inquiries from service members	93.65	6.19	.96

^a_n = 126

Table 7 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
12	Answer pay inquiries from service members	93.65	6.19	.96
81	Assist in development of junior officers	74.60	6.19	.95
218	Conduct arms room inspection	85.71	6.19	1.03
230	Establish & operate/supervise establishment & operation of field mess	50.00	6.18	.91
114	Counsel personnel with disciplinary problems	97.61	6.17	.92
210	Supervise key control	91.26	6.16	1.13
54	Conduct promotion boards for unit personnel	78.57	6.14	.88
182	Supervise individual training	64.28	6.14	.79
135	Identify personnel for whom an EER is due	79.36	6.13	1.04
7	Receive/monitor & route correspondence	96.82	6.12	1.33
115	Counsel personnel facing personal/financial problems	98.41	6.12	.80
221	Supervise unit armorer	70.63	6.12	.81
162	Conduct train-the-trainer sessions for unit NCO's	92.06	6.11	.85
259	Develop/establish perimeter defense	63.49	6.11	.83
19	Screen Leave and Earnings Statement (LES) for potential pay problems	91.26	6.10	1.04
78	Monitor relationships between unit officers & NCOs	92.06	6.10	.95

Table 7 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
209	Report security violations	67.46	6.09	1.11
232	Evaluate/supervise evacuation of sick & injured to aid station	55.55	6.09	.93
147	Apply motivational (rewards & punishments) techniques	82.53	6.08	.95
1	Check to insure suspenses are met	98.41	6.05	1.18
139	Write letters of welcome to newly assigned personnel	67.46	6.05	1.01
126	Review/correct unit manning report	85.71	6.04	.91
32	Supervise unit mail clerk/alternate mail clerk	57.14	6.03	1.05
156	Provide training guidance to subordinates	92.06	6.03	.91
160	Evaluate training effectiveness to determine if commanders' training objectives are met	87.30	6.03	.87
170	Organize/monitor unit SQT study program	73.80	6.03	.94
172	Coordinate unit training	79.36	6.03	.89
74	Recommend judicial (courts-martial) & non-judicial (Art 15) action to commander	98.41	6.02	.96
35	Supervise unit clerk	65.87	6.00	1.23
155	Develop/supervise physical fitness training/program	96.03	6.00	.95
130	Supervise the unit enlisted sponsorship program	95.23	5.98	1.11
150	Assist/counsel in career planning and personal development	93.65	5.98	.92

Table 7 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
152	Recommend personnel to attend service schools/additional or specialized training	96.03	5.98	.97
195	Spot-check vehicles for preventive maintenance indicators	91.26	5.98	1.03
148	Supervise conduct of counseling in the unit	98.41	5.97	1.10
167	Provide input to unit Master Training Forecast	68.25	5.97	.98
175	Establish performance objectives based on commander's training guidance	67.46	5.97	.88
13	Supervise the administrative inprocessing/outprocessing of personnel	80.15	5.96	.98
125	Recommend duty assignment for newly assigned personnel	88.88	5.96	1.02
9	Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken	82.53	5.95	1.19
153	Provide input to training schedules	90.47	5.95	.94

Table 8

Important General Unit Administration Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
16. Prepare/maintain unit alert roster	88.88	\bar{X}	6.39	4.18	2.96	3.34
		SD	.79	.81	1.68	1.79
7. Receive/monitor & route correspondence	96.82	\bar{X}	6.12	6.66	2.80	3.02
		SD	1.33	.75	1.38	1.68
1. Check to insure suspenses are met	98.41	\bar{X}	6.05	6.27	2.98	3.44
		SD	1.18	.78	1.74	1.83
9. Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken	82.53	\bar{X}	5.95	6.23	2.88	3.84
		SD	1.19	1.06	1.49	1.72

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_n=126

Table 9

Important Administration of Personnel Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
3. Prepare and maintain duty roster	98.41	\bar{X}	6.39	5.27	2.54	3.42
		SD	.79	.73	1.62	1.83
5. Supervise Charge of Quarters (CQ)	95.23	\bar{X}	6.35	6.21	2.29	2.68
		SD	.82	.47	1.34	1.50
4. Review & annotate Promotion Eligibility Roster	94.44	\bar{X}	6.28	4.06	2.44	3.15
		SD	.86	.53	1.30	1.50
12. Answer pay inquiries from service members	93.65	\bar{X}	6.19	4.55	3.06	3.65
		SD	.96	.96	1.18	1.81
54. Conduct promotion boards for unit personnel	78.57	\bar{X}	6.14	3.91	2.69	3.04
		SD	.88	.45	1.46	1.58
19. Screen Leave and Earnings Statement (LES) for potential pay problems	91.26	\bar{X}	6.10	4.04	2.38	2.91
		SD	1.04	.41	1.34	1.58
32. Supervise unit mail clerk/alternate mail clerk	57.14	\bar{X}	6.03	5.76	2.46	2.83
		SD	1.05	.66	1.45	1.56
35. Supervise unit clerk	65.87	\bar{X}	6.00	6.47	2.44	3.08
		SD	1.23	1.00	1.53	1.71
13. Supervise the administrative inprocessing/outprocessing of personnel	80.15	\bar{X}	5.96	4.84	2.35	2.74
		SD	.98	.98	1.35	1.41

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=126}

next three tasks in order of importance, Tasks 5 (Supervise charge of quarters), 4 (Review and annotate promotion eligibility roster) and 12 (Answer pay inquiries from service members) were performed by over 93% of the respondents, although the frequency of performance varied from monthly to daily.

The only Supply task rated in the upper quartile on importance for first sergeants was Task 55 (Evaluate effectiveness of troop mess facility). The task was performed by 72.22% of the respondents and received a mean importance rating of 6.31, was performed at least weekly ($\bar{X} = 5.01$), and was rated "fairly easy" for job incumbents ($\bar{X} = 2.20$) and for new NCOs ($\bar{X} = 2.74$). This task was ranked ninth in importance across all dimensions.

The important Garrison tasks were performed by most of the first sergeants responding (see Table 10). The frequency of performance for the tasks was from several times a month to daily. None of the tasks was rated as "difficult" for job incumbents and only one, Task 81 (Assist in development of junior officers), was rated as "somewhat difficult" for new NCOs. Task 70 (Enforcing standards of military discipline, courtesy and dress) was the most important Garrison task for first sergeants as well as the most important task across all job dimensions. It was also a task performed almost every day. Task 71 (Monitor troop health and welfare) was also rated as a "very important" task over all dimensions (ranked seventh) and was performed several times a week.

No Tactical/Combat tasks were included in the upper quartile on importance for first sergeants.

Table 10

Important Garrison Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
70. Enforce standards of military discipline, courtesy & dress	99.20	\bar{X}	6.60	6.78	2.80	3.31
		SD	.65	.49	1.90	1.98
71. Monitor troop health & welfare	99.20	\bar{X}	6.32	5.93	2.64	3.07
		SD	.83	1.09	1.39	1.62
73. Brief newly assigned personnel on missions & policies	98.41	\bar{X}	6.25	4.45	2.17	2.85
		SD	.85	.77	1.17	1.47
81. Assist in development of junior officers	74.60	\bar{X}	6.19	5.54	3.62	4.25
		SD	.95	.94	1.81	2.00
78. Monitor relationships between unit officers and NCOs	92.06	\bar{X}	6.10	5.93	3.16	3.97
		SD	.95	.99	1.63	1.80
74. Recommend judicial (court-martial) & non-judicial (Art 15) action to commander	98.41	\bar{X}	6.02	4.27	2.86	3.58
		SD	.96	.91	1.32	1.64

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=126}

Of the nine Health and Welfare tasks presented in Table 11, six were performed by over 90% of the respondents. Some of the tasks were performed quarterly, while others were performed as frequently as several times a week. None of the tasks was rated as "difficult", either for job incumbents or for new NCOs. The most important Health and Welfare task, Task 128 (Prepare rater's/indorser's section of EER), was ranked as the second most important task over all the job dimensions. It was performed several times quarterly.

Table 12 presents the important Group Management tasks performed by First Sergeants. The two most important Group Management tasks, Tasks 120 (Review EER) and 116 (Recommend personnel for promotion/reduction), were performed by over ninety-six percent of the respondents and were ranked sixth and eleventh respectively in importance over all the job dimensions (see Table 12). These tasks were performed several times a month and were rated as "not difficult" to perform.

The Training job dimension presented in Table 13 contained more tasks ranked in the upper quartile on importance than any other dimension. The most important Training task, Task 184 (Plan individual training), was performed by most (86.50%) of the respondents several times a week. The task was rated as "not difficult" for job incumbents but was rated as "somewhat difficult" for new NCOs. This task was rated eighth in importance across all job dimensions.

Only two Maintenance tasks were ranked in the upper quartile in importance. Task 199 (Review equipment readiness) which was performed by 61.11% of the respondents, received an importance rating of 6.29. The task was performed several times a month ($\bar{X} = 4.91$) and was rated

Table 11

Important Health & Welfare Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
128. Prepare rater's/indorser's section of EER	88.88	\bar{X} SD	6.49 .94	3.33 1.14	2.73 1.45	3.43 1.69
118. Counsel military personnel on job performance (good & bad)	98.41	\bar{X} SD	6.27 .82	5.21 1.20	2.74 1.33	3.49 1.64
114. Counsel personnel with disciplinary problems	97.61	\bar{X} SD	6.17 .92	5.29 1.07	2.66 1.49	3.40 1.79
115. Counsel personnel facing personal/financial problems	98.41	\bar{X} SD	6.12 .80	4.92 1.12	2.66 1.43	3.50 1.72
147. Apply motivational (rewards & punishments) techniques	82.53	\bar{X} SD	6.08 .95	5.47 1.08	2.53 1.46	3.04 1.71
139. Write letters of welcome to newly assigned personnel	67.46	\bar{X} SD	6.05 1.01	3.52 .98	2.38 1.27	2.79 1.46
130. Supervise the unit enlisted sponsorship program	95.23	\bar{X} SD	5.98 1.11	4.59 1.06	2.71 1.29	3.22 1.42
150. Assist/counsel in career planning & personal development	93.65	\bar{X} SD	5.98 .92	5.04 1.01	2.72 1.32	3.31 1.45
148. Supervise conduct of coun- seling in the unit	98.41	\bar{X} SD	5.97 1.10	5.37 1.32	2.99 1.26	3.73 1.50

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=126

Table 12

Important Group Management Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
120. Review EER for accuracy & completeness	96.82	\bar{X}	6.35	4.28	2.68	3.37
		SD	.88	.98	1.49	1.65
116. Recommend personnel for promotion/reduction	100.00	\bar{X}	6.28	4.32	2.77	3.60
		SD	.90	.78	1.32	1.59
135. Identify personnel for whom an EER is due	79.36	\bar{X}	6.13	4.37	2.57	3.08
		SD	1.04	.88	1.44	1.61
126. Review/correct unit manning report	85.71	\bar{X}	6.04	4.35	2.93	3.59
		SD	.91	.99	1.57	1.80
125. Recommend duty assignment for newly assigned personnel	88.88	\bar{X}	5.96	4.61	2.48	3.13
		SD	1.02	.85	1.19	1.42

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=126}

Table 13

Important Training Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
184. Plan unit individual training	86.50	\bar{X}	6.31	5.23	3.68	4.72
		SD	.86	.82	1.37	1.68
154. Plan unit NCO training	92.85	\bar{X}	6.25	4.72	2.86	3.48
		SD	.84	.83	1.63	1.74
182. Supervise individual training	64.28	\bar{X}	6.14	5.26	2.65	3.33
		SD	.79	1.24	1.40	1.55
162. Conduct train-the-trainer sessions for unit NCOs	92.06	\bar{X}	6.11	4.55	2.93	3.56
		SD	.85	.85	1.34	1.60
156. Provide training guidance to subordinates	92.06	\bar{X}	6.03	5.46	2.66	3.20
		SD	.91	.92	1.30	1.56
160. Evaluate training effectiveness to determine if commanders' training objectives are met	87.30	\bar{X}	6.03	5.08	2.76	3.18
		SD	.87	1.01	1.41	1.59
170. Organize/monitor unit SQT study program	73.80	\bar{X}	6.03	4.19	3.32	3.81
		SD	.94	1.38	1.56	1.72
172. Coordinate unit training	79.36	\bar{X}	6.03	5.27	3.28	3.97
		SD	.89	.92	1.37	1.43
155. Develop/supervise physical fitness training/program	96.03	\bar{X}	6.00	5.68	2.40	2.85
		SD	.95	.66	1.40	1.54
152. Recommend personnel to attend service schools/additional or specialized training	96.03	\bar{X}	5.98	4.15	2.43	2.83
		SD	.97	.91	1.32	1.43
167. Provide input to unit Master Training Forecast	68.25	\bar{X}	5.97	4.04	2.93	3.52
		SD	.98	1.08	1.48	1.65
175. Establish performance objectives based on commander's training guidance	67.46	\bar{X}	5.97	4.84	2.95	3.40
		SD	.88	1.12	1.55	1.68
153. Provide input to training schedules	90.47	\bar{X}	5.95	4.93	2.57	3.15
		SD	.94	.70	1.36	1.61

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a n=126

as "not difficult" for either job incumbents ($\bar{X} = 2.81$) or for new NCOs ($\bar{X} = 3.18$). This task was ranked tenth in importance over all dimensions. The other important Maintenance task for first sergeants, Task 195 (Spot-check vehicles for preventive maintenance indicators), was performed by 91.26% of the respondents, who gave it a mean importance rating of 5.98. This task was performed several times a week ($\bar{X} = 5.30$) and was rated as "not difficult" ($\bar{X}_D = 2.86$; $\bar{X}_{DW} = 3.37$).

The important Security tasks, presented in Table 14, varied greatly in how frequently they were performed (from once or twice a quarter to daily) and in the percentage of respondents performing them (67.46% to 91.26%). The most important task, Task 218 (Conduct arms room inspection), was performed by many of the respondents (85.71%) several times a month. None of the Security tasks was rated as "difficult."

The important ARTEP tasks were performed by a relatively small percentage of the respondents and were performed infrequently (see Table 15). Two of the tasks, Tasks 255 (Organize for combat operations) and 230 (Establish and supervise field mess), were rated as "somewhat difficult" for new NCOs. The most important ARTEP task (Organize for combat operations) was performed by 57.93% of the respondents and was performed quarterly.

Summary. First Sergeants rated 58 tasks in the upper quartile of importance. These tasks were divided into eleven job dimensions. Some job dimensions contained more of the important tasks than did others. Specifically the areas of Training (13 tasks), Administration

Table 14

Important Security Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
218. Conduct arms room inspection	85.71	\bar{X}	6.19	4.51	2.40	3.01
		SD	1.03	1.08	1.26	1.51
210. Supervise key control	91.26	\bar{X}	6.16	6.36	2.83	3.50
		SD	1.13	.73	1.84	2.03
221. Supervise unit armorer	70.63	\bar{X}	6.12	5.38	2.23	2.73
		SD	.81	1.02	1.46	1.62
209. Report security violations	67.46	\bar{X}	6.09	3.37	2.27	2.58
		SD	1.11	1.48	1.37	1.53

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=126}

Table 15

Important ARTEP Tasks
Performed by First Sergeants

	% Who Perform ^a		I	F	D	DN
255. Organize for combat operations	57.93	\bar{X}	6.23	3.77	3.66	4.39
		SD	.79	1.29	1.84	1.84
230. Establish & operate/supervise establishment & operation of field mess	50.00	\bar{X}	6.18	3.16	3.38	4.24
		SD	.91	.88	1.72	1.80
259. Develop/establish perimeter defense	63.49	\bar{X}	6.11	2.96	2.78	3.44
		SD	.83	.85	1.54	1.83
232. Evaluate/supervise evaluation of sick and injured to aid station	55.55	\bar{X}	6.09	4.09	2.41	2.77
		SD	.93	1.63	1.40	1.46

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a n=126

of Personnel (9 tasks) and Health and Welfare (9 tasks) were noteworthy. Job dimensions which contained few important tasks for first sergeants were maintenance (2), Tactical/Combat (0) and Supply (1).

A second method for examining the importance of the different job dimensions was to compute the overall grand mean of the tasks means within each dimension and to rank them. With regards to importance the range of means was very close (6.06 - 6.25). Garrison tasks were on the average more important and training tasks less important in these rankings. All of the Garrison tasks had a mean ranking above 6.0 (very important). Nine of the training tasks had 6.0+ rankings while four did not. Thus, the low overall rankings in some ways reflects the wide range of training tasks performed by first sergeants.

Two statistics reflect the overall frequency with which the tasks in each job dimension were performed. First, there is the number of first sergeants who perform each of the rated tasks. Four job dimensions contained tasks which on the average were performed by over ninety percent of the first sergeants surveyed. These were Garrison tasks (93.65%), General Unit Administration (91.18%) and Group Management (90.15%). The only job dimension which contained tasks performed by few first sergeants was ARTEP. On the average, only 56.74% of first sergeants performed ARTEP tasks.

A second statistic compared the ranking of the grand mean of the tasks within each job dimension. Three job dimensions had frequency means above 5.0 (1 or 2 times a week). These were General Unit

Administration ($\bar{X} = 5.84$), Administration of Personnel ($\bar{X} = 5.70$) and Garrison tasks ($\bar{X} = 5.48$). Again, the ARTEP dimension was rated lower than the other job dimensions ($\bar{X} = 3.49$) on frequency of performance.

In general, the difficulty rating indicated few areas of real difficulty for either incumbent or new first sergeants. The range of difficulty rating for incumbents was 2.43 to 3.06. Job dimensions rated as relatively more difficult included ARTEP ($\bar{X} = 2.43$) and Administration of Personnel ($\bar{X} = 2.52$). The ratings of difficulty for new first sergeants were highest for ARTEP ($\bar{X} = 3.71$) and Garrison tasks ($\bar{X} = 3.51$) and lowest for Security ($\bar{X} = 2.96$) and Administration of Personnel ($\bar{X} = 3.06$). A table of the grand means for each job dimension is contained in Appendix A-1.

Figure 1 contains a summary of the notable characteristics of each job dimension with regards to their importance, frequency of performance and difficulty for incumbents and new NCOs.

Platoon Sergeants

Table 16 contains the platoon sergeants leader tasks ranked in the upper quartile of importance across job dimensions. These tasks were then broken into their appropriate job dimensions in Table 17 - 23 for reporting of the importance, frequency and difficulty data.

General Unit Administration contains two tasks that were rated in the upper quartile on the importance scale by platoon sergeants. The mean rating of importance for Task 16 (Prepare/maintain platoon alert roster) was 6.12 and it was performed by 75.44% of the respondents ($n = 167$). The task was performed several times during a quarter

Figure 1

Characteristics of Job Dimension for First Sergeants

Job Dimension	Number of Important Tasks	X Rating	Importance Rating	% Who Perform	Frequency of Performance	Difficulty for Incombents	Difficulty for New NCOs
General Unit Administration				High	High	High	
Administration of Personnel	High				High	Low	Low
Supply Tasks	Low	High					
Garrison		High		High	High		High
Tactical/Combat	Low						
Health and Welfare	High			High			
Group Management				High			
Training	High	Low					
Maintenance	Low						
Security						Low	Low
ARTEP				Low	Low	High	High

Table 16

Platoon Sergeant Tasks Ranked by Importance

Task	Task Definition	% Who Perform ^a	Mean	SD
203	Review operational readiness status of platoon vehicles	89.82	6.55	.65
195	Spot-check platoon vehicles for preventive maintenance indicators	92.81	6.39	.73
199	Review platoon equipment readiness status	87.42	6.33	.86
255	Organize for combat operations	77.84	6.31	.96
201	Supervise/monitor platoon personnel performing preventive maintenance	92.21	6.29	.86
70	Enforce standards of military discipline, courtesy & dress	98.80	6.28	1.00
209	Report security violations	67.06	6.21	1.02
249	Implement response to air/ground attack	58.68	6.21	.94
95	Supervise platoon area security	80.23	6.20	.95
73	Brief newly assigned personnel on platoon missions and policies	97.00	6.19	.89
182	Plan, supervise & conduct individual training	85.62	6.18	.81
106	Plan/supervise implementation of NBC protective measures	64.07	6.17	1.04
171	Plan use of available training time	90.41	6.17	.74
81	Assist in development of junior officers	71.85	6.16	1.02
163	Identify & enforce training safety requirements	73.65	6.16	.80

^a_n = 167

Table 16 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
208	Establish maintenance priorities for platoon	80.83	6.15	.82
63	Control equipment usage	77.84	6.14	.90
206	Review unit Material Readiness Report (DA Form 2406) for platoon	49.70	6.13	.81
16	Prepare/maintain platoon alert roster	75.44	6.12	1.09
227	Encode/decode messages	61.07	6.12	1.37
120	Prepare EER & review for accuracy & completeness	91.61	6.11	1.10
213	Safeguard "For Official Use Only" material	71.85	6.11	1.35
214	Conduct physical security inspection	68.86	6.11	.87
224	Implement/enforce unit communications security procedures	56.28	6.10	1.03
238	Disseminate intelligence to subordinates & support elements	53.29	6.10	1.00
156	Provide training guidance to subordinates	93.41	6.09	.93
118	Counsel military personnel on job performance (good & bad)	95.80	6.08	.92
184	Plan platoon individual training	79.04	6.07	.93
242	Occupy & secure platoon CP	68.86	6.07	.84
248	Request PLL for elements at worksite	53.29	6.07	.84
102	Implement/review operations orders for impact on platoon capabilities	69.46	6.05	.90

Table 16 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
172	Coordinate platoon training	88.02	6.05	.93
193	Inspect platoon organizational equipment (TASC, NBC, tents, field mess, etc.)	89.22	6.05	.92
96	Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for platoon	87.42	6.04	.98
111	Supervise platoon members' personal hygiene	76.64	6.04	1.01
114	Counsel personnel with disciplinary problems	97.00	6.03	.98
164	Insure platoon members attend unit training	95.20	6.03	1.05
239	Conduct radio communications	70.05	6.03	1.10
155	Develop/supervise physical fitness training/program in platoon	77.84	6.02	.99
161	Implement/conduct training to correct individual deficiencies in platoon	92.81	6.02	.86
14	Report AWOL soldiers	62.27	6.01	1.23
147	Apply motivational (rewards & punishments) techniques	84.43	6.01	1.15
244	Implement/supervise platoon defensive posture	71.25	6.01	1.14
71	Monitor platoon health and welfare	91.01	5.99	1.03
67	Inspect basic loads	58.08	5.98	1.07
169	Evaluate individual training for platoon personnel	81.43	5.98	.89
185	Evaluate collective training, using ARTEP evaluation standards	70.05	5.98	.94

Table 16 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
219	Check security of serial numbered items	82.03	5.98	1.07
115	Counsel personnel facing personal/financial problems	91.61	5.97	1.12
165	Plan platoon collective training	85.62	5.97	.83
259	Develop/establish perimeter defense	69.46	5.97	1.20
153	Provide input to training schedules	84.43	5.96	1.11
1	Check to insure suspenses are met within the platoon	97.60	5.95	1.07
75	Visit personnel in hospital/confinement	73.05	5.95	1.14
168	Conduct critiques of platoon training	80.23	5.95	1.03
210	Supervise/monitor key control within platoon	70.65	5.95	1.01

(\bar{X} = 3.99) and was rated as "fairly easy" for job incumbents (\bar{X} = 2.57) and for new NCOs (\bar{X} = 2.95). Most platoon sergeants (97.60%) performed the second most important task (Task 1: Check to insure suspenses are met within the platoon). The mean importance rating for this task was 5.95. It was performed daily (\bar{X} = 6.03) and was rated as "not difficult" for either job incumbents (\bar{X} = 3.17) or for new NCOs (\bar{X} = 3.75).

The only Administration of Personnel task rated in the upper quartile on importance for platoon sergeants was Task 14 (Report AWOL soldiers), (\bar{X} = 6.01), which was performed by 62.27% of the respondents. The task was performed several times during a quarter (\bar{X} = 3.40) and was rated as "fairly easy" for both job incumbents (\bar{X} = 1.92) and for new NCOs (\bar{X} = 2.06).

Two important Supply tasks were performed by platoon sergeants, Task 63 (Control equipment usage), (\bar{X} = 6.14) and Task 67 (Inspect basic load), (\bar{X} = 5.98). Task 63 was performed by 77.84% of the respondents and was performed almost daily (\bar{X} = 6.02). It was rated as "not difficult" for both job incumbents (\bar{X} = 2.81) and for new NCOs (\bar{X} = 3.32). Task 67 was performed by 58.08% of the respondents and was performed several times quarterly (\bar{X} = 3.61). This task was also rated as "fairly easy" for job incumbents (\bar{X} = 2.56) and for new NCOs (\bar{X} = 2.87).

The important Garrison tasks presented in Table 17 varied in the percentage of respondents performing them from 71.85% to 98.80%. The frequency of performance also varied for the Garrison tasks from

Table 17

Important Garrison Tasks
Performed by Platoon Sergeants

	% Who Perform ^a		I	F	D	DN
70. Enforce standards of military discipline, courtesy & dress	98.80	\bar{X}	6.28	6.55	2.56	2.84
		SD	1.00	.62	1.59	1.71
73. Brief newly assigned personnel on platoon missions & policies	97.00	\bar{X}	6.19	3.99	2.14	2.85
		SD	.89	1.15	1.04	1.40
81. Assist in development of junior officers	71.85	\bar{X}	6.16	5.62	3.72	4.28
		SD	1.02	1.54	1.69	1.77
111. Supervise platoon members' personal hygiene	76.64	\bar{X}	6.04	5.68	2.47	2.78
		SD	1.01	1.16	1.31	1.49
71. Monitor platoon health and welfare	91.01	\bar{X}	5.99	5.07	2.41	2.69
		SD	1.03	1.35	1.27	1.45
75. Visit personnel in hospital confinement	73.05	\bar{X}	5.95	3.08	2.50	2.61
		SD	1.14	1.24	1.57	1.61

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=167}

several times during a quarter to almost every day. Only one task, Task 81 (Assist in development of junior officers), was rated as "somewhat difficult" for new NCOs. All other tasks were rated as "fairly easy". The most important Garrison task, Task 70 (Enforce standards of military discipline, etc.), was performed by most of the respondents (98.80%) on a daily basis. It was rated as a "fairly easy" task for experienced and new NCOs. This task was ranked sixth in importance across all job dimensions.

The most important Tactical/Combat task for platoon sergeants, Task 95 (Supervise platoon area security), was performed by 80.23% of the respondents at a ratio of several times a month (see Table 18). It was rated as "not difficult" for NCOs to perform. Across all job dimensions, Task 95 was ranked ninth in importance. The other important Tactical tasks for platoon sergeants were performed less frequently than Task 95, several times a quarter, and by fewer than 90% of the respondents. None was rated as "difficult".

The important Health & Welfare tasks presented in Table 19 were performed by a majority of the respondents (over 84%) and were performed at least several times a month. None was rated as "difficult" for either experienced or new NCOs. The most important Health and Welfare task, Task 118 (Counsel military personnel on job performance), was performed by 95.30% of the respondents on a weekly basis.

One Group Management task was rated in the upper quartile on importance. Task 120 (Prepare EER and review for accuracy and completeness) received a mean importance rating of 6.11, ranking it as the

Table 18

Important Tactical/Combat Tasks
Performed by Platoon Sergeants

	% Who Perform ^a		I	F	D	DN
95. Supervise platoon area security	80.23	\bar{X}	6.20	4.21	2.60	3.02
		SD	.95	1.55	1.32	1.55
106. Supervise implementation of NBC protective measures	64.07	\bar{X}	6.17	3.84	2.80	3.14
		SD	1.04	.92	1.26	1.50
102. Implement/review operations orders for impact on platoon capabilities	69.46	\bar{X}	6.05	3.74	3.15	3.80
		SD	.90	1.32	1.28	1.53
96. Implement tactical cover and deception plans (noise, light, litter discipline, camouflage, etc.) for platoon	87.42	\bar{X}	6.04	3.23	2.92	3.35
		SD	.98	.83	1.33	1.63

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=167

Table 19

Important Health & Welfare Tasks
Performed by Platoon Sergeants

	% Who Perform ^a		I	F	D	DN
118. Counsel military personnel on job performance (good & bad)	95.80	\bar{X}	6.08	4.98	2.56	3.15
		SD	.92	1.18	1.09	1.45
114. Counsel personnel with disciplinary problems	97.00	\bar{X}	6.03	4.82	2.87	3.45
		SD	.98	1.30	1.35	1.60
147. Apply motivational (rewards and punishments) techniques	84.43	\bar{X}	6.01	5.32	2.66	2.93
		SD	1.15	1.26	1.36	1.57
115. Counsel personnel facing personal/financial problems	91.61	\bar{X}	5.97	4.30	2.73	3.08
		SD	1.12	1.22	1.41	1.60

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=167

seventh most important task across all dimensions. The task was performed by 91.61% of the respondents with a mean frequency rating of 2.82 (several times a year). Task 120 was rated as "not difficult" for job incumbents ($\bar{X} = 3.15$) and for new NCOs ($\bar{X} = 3.83$).

The fourteen Training tasks presented in Table 20 were rated in the upper quartile on importance by platoon sergeants. The most important Training task, Task 182 (Plan and conduct individual training), was performed by over 85% of the respondents and was performed several times a week. Two of the Training tasks, Task 171 (Plan training time) and 165 (Plan collective training), were rated as "somewhat difficult" for new NCOs. All other tasks were considered "not difficult" or "fairly easy".

The four most important Maintenance tasks of platoon sergeants, Tasks 203 (Review operational readiness of vehicles), 195 (Spot check vehicles for preventive maintenance), 199 (Review equipment readiness status), and 201 (Supervise preventive maintenance) were also ranked first, second, third, and fifth in overall importance across all job dimensions. These four tasks were performed by over 87% of the respondents and were performed at least once a week. None of these four tasks was rated as "difficult" either for experienced or for new NCOs (see Table 21).

Of the important Security tasks of platoon sergeants presented in Table 22, all but one were performed by fewer than 80% of the respondents and only one was performed more frequently than once or twice a month. The most important Security task, Task 209 (Report security

Table 20

Important Training Tasks
Performed by Platoon Sergeant

	% Who Perform ^a		I	F	D	DN
182. Plan, supervise and conduct individual training	85.62	\bar{X} SD	6.18 .81	5.24 1.03	2.80 1.49	3.23 1.61
171. Plan use of available training time	90.41	\bar{X} SD	6.17 .74	5.60 1.02	3.53 1.71	4.11 1.79
163. Identify & enforce training safety requirements	73.65	\bar{X} SD	6.16 .80	5.14 1.25	2.63 1.39	2.91 1.49
156. Provide training guidance to subordinates	93.41	\bar{X} SD	6.09 .93	5.59 1.07	2.55 1.17	3.01 1.41
184. Plan platoon individual training	79.04	\bar{X} SD	6.07 .93	4.95 1.02	2.64 1.35	3.10 1.53
172. Coordinate platoon training	88.02	\bar{X} SL	6.05 .93	5.23 1.05	2.78 1.29	3.23 1.43
164. Insure platoon members attend unit training	95.20	\bar{X} SD	6.03 1.05	5.70 .98	2.76 1.63	2.99 1.71
155. Develop/supervise physical fitness training/program in platoon	77.84	\bar{X} SD	6.02 .99	5.53 .86	2.39 1.17	2.51 1.18
161. Implement/conduct training to correct individual deficiencies in platoon	92.81	\bar{X} SD	6.02 .86	5.25 1.20	3.03 1.45	3.57 1.56
169. Evaluate individual training for platoon personnel	81.43	\bar{X} SD	5.98 .89	5.14 1.04	2.63 1.31	2.94 1.52
185. Evaluate collective training, using ARTEP evaluation standards	70.05	\bar{X} SD	5.98 .94	3.45 1.19	2.69 1.38	3.44 1.55
165. Plan platoon collective training	85.62	\bar{X} SD	5.97 .83	4.97 1.08	3.50 1.49	4.13 1.64
153. Provide input to training schedules	84.43	\bar{X} SD	5.96 1.11	4.88 .86	2.77 1.41	3.29 1.53
168. Conduct critiques of platoon training	80.23	\bar{X} SD	5.95 1.03	4.80 1.00	2.56 1.22	2.99 1.37

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO
^an=167

Table 21

Important Maintenance Tasks
Performed by Platoon Sergeants

	% Who Perform ^a		I	F	D	DN
203. Review operational readiness status of platoon vehicles	89.82	\bar{X} SD	6.55 .65	5.89 .84	2.98 1.43	3.49 1.66
195. Spot-check platoon vehicles for preventive maintenance indicators	92.81	\bar{X} SD	6.39 .73	5.83 .84	2.58 1.26	2.94 1.39
199. Review platoon equipment readiness status	87.42	\bar{X} SD	6.33 .86	5.46 1.12	2.63 1.33	3.01 1.49
201. Supervise/monitor platoon personnel performing preventive maintenance	92.21	\bar{X} SD	6.29 .86	5.71 .87	2.64 1.35	3.07 1.56
208. Establish maintenance priorities for platoon	80.83	\bar{X} SD	6.15 .82	5.48 1.01	2.84 1.55	3.33 1.69
206. Review unit Material Readiness Report (DA Form 2406) for platoon	49.70	\bar{X} SD	6.13 .81	5.12 1.08	2.69 1.37	3.07 1.54
193. Inspect platoon organi- zational equipment (TASC, NBC, tents, field mess, etc.)	89.22	\bar{X} SD	6.05 .92	4.21 1.16	2.69 1.25	3.11 1.37

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=167}

Table 22

Important Security Tasks
Performed by Platoon Sergeant

	% Who Perform ^a		I	F	D	DN
209. Report security violations	67.06	\bar{X}	6.21	3.30	2.27	2.64
		SD	1.02	1.49	1.20	1.50
227. Encode/decode messages	61.07	\bar{X}	6.12	3.69	2.26	2.96
		SD	1.37	1.03	1.19	1.58
213. Safeguard "For Official Use Only" material	71.85	\bar{X}	6.11	4.69	2.38	2.66
		SD	1.35	1.57	1.23	1.28
214. Conduct physical security inspection	68.86	\bar{X}	6.11	4.85	2.37	2.67
		SD	.87	1.44	1.25	1.38
224. Implement/enforce platoon communications security procedures	56.28	\bar{X}	6.10	4.23	2.53	2.95
		SD	1.03	1.43	1.22	1.30
219. Check security of serial numbered items	82.03	\bar{X}	5.98	4.46	2.42	2.66
		SD	1.07	1.21	1.15	1.30
210. Supervise/monitor key control within platoon	70.65	\bar{X}	5.95	6.03	2.57	3.01
		SD	1.01	.97	1.35	1.58

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=167

violations), was performed by 67.06% of the respondents and was performed on the average quarterly. In overall ratings across job dimensions, Task 209 was ranked seventh in importance.

The important ARTEP tasks were also performed by less than 80% of the respondents (see Table 23). The tasks were performed infrequently (once or twice a month or less) and were not rated as "difficult". The two most important ARTEP tasks, Tasks 255 (Organize for combat operations) and 249 (Implement response to air/ground attack), ranked in the ten most important tasks over all job dimensions although they were performed by relatively fewer of the respondents (77.84% and 58.68% respectively) than were other important tasks.

Summary. Platoon sergeants rated 56 tasks in the upper quartile of importance. These tasks were divided into eleven job dimensions. The tasks were not evenly distributed among the job dimensions. Training included fourteen tasks, ARTEP had eight and Maintenance and Security both had seven tasks. Job dimensions which contained few important tasks included Administration of Personnel (1 task), Group Management (1), Supply (2) and General Unit Administration (2).

The ranking of the grand means for the importance of tasks in each job dimension ranged from a high of 6.26 to a low of 6.01. The single most important tasks were Maintenance ($\bar{X} = 6.26$) and the least important tasks were Administration of Personnel ($\bar{X} = 6.01$), Security ($\bar{X} = 6.02$) and Health and Welfare ($\bar{X} = 6.02$).

Two statistics reflect the overall frequency with which the tasks

Table 23

Important ARTEP Tasks
Performed by Platoon Sergeants

	% Who Perform ^a		I	F	D	DN
255. Organize for combat operations	77.84	\bar{X}	6.31	3.89	2.99	3.58
		SD	.96	1.37	1.33	1.57
249. Implement response to air/ground attack	58.68	\bar{X}	6.21	3.26	2.64	3.08
		SD	.94	.99	1.22	1.52
238. Disseminate intelligence to subordinates and support elements	53.29	\bar{X}	6.10	4.46	2.31	2.63
		SD	1.00	1.57	1.17	1.32
242. Occupy & secure platoon CP	68.86	\bar{X}	6.07	3.27	2.70	3.11
		SD	.84	.89	1.29	1.52
248. Request PLL for elements at worksite	53.29	\bar{X}	6.07	4.62	2.59	2.91
		SD	.84	1.27	1.37	1.56
239. Conduct radio communications	70.05	\bar{X}	6.03	4.27	2.25	2.60
		SD	1.10	1.05	1.19	1.32
244. Implement/supervise platoon defensive posture	71.25	\bar{X}	6.01	3.19	2.88	3.36
		SD	1.14	.91	1.27	1.40
259. Develop/establish perimeter defense	69.46	\bar{X}	5.97	3.06	2.84	3.40
		SD	1.20	.83	1.18	1.42

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=167}

in each job dimension were performed. First, the number of platoon sergeants who perform each of the tasks within a job dimension was averaged. Two job dimensions contained tasks which on the average were performed by over ninety percent of the respondents. These were Health and Welfare (92.21%) and the single group management task (91.61%). Job dimensions which contained tasks performed on the average by relatively few platoon sergeants included Administration of Personnel (62.27%), ARTEP (65.34%), Supply (67.95%) and Security (68.26%).

The ranking of the grand mean of the tasks within each of the job dimensions indicated that four job dimensions had tasks which on the average were performed more than one or two times a week ($\bar{X} > 5.00$). These were Maintenance ($\bar{X} = 5.39$), Training ($\bar{X} = 5.11$), Garrison tasks ($\bar{X} = 5.00$) and General Unit Administration ($\bar{X} = 5.01$). Job dimension with tasks which on the average were infrequently (< 4.0) performed included Group Management ($\bar{X} = 2.82$), Administration of Personnel ($\bar{X} = 3.40$), ARTEP ($\bar{X} = 3.75$) and Tactical/Combat tasks ($\bar{X} = 3.76$).

In general, there were few tasks rated as difficult for either incumbents or new NCOs. The range of difficulty rating was 1.92 to 3.17 for incumbents. Job dimensions rated as relatively more difficult included Training ($\bar{X} = 3.17$) and the Group Management tasks ($\bar{X} = 3.15$). Dimensions rated as relatively easy included Administration of Personnel ($\bar{X} = 1.92$) and Security ($\bar{X} = 2.40$).

The ratings of difficulty for a new NCO ranged from 2.06 to 3.83. Job dimensions with relatively greater difficulty ratings included Group Management (3.83), General Unit Administration (3.35) and

Figure 2

Characteristics of Job Dimension for Platoon Sergeants

Job Dimension	Number of Important Tasks	\bar{X} Importance Rating	% Who Perform	Frequency of Performance	Difficulty for Incombents	Difficulty for New NCOs
General Unit Administration	Low			High		High
Administration of Personnel	Low	Low	Low	Low	Low	Low
Supply Tasks	Low		Low			
Garrison				High		
Tactical/Combat						High
Health and Welfare		Low	High			
Group Management	Low		High	Low	High	High
Training	High			High	High	
Maintenance	High	High		High		
Security	High	Low	Low		Low	
ARTEP	High		Low			

Tactical/Combat tasks (3.33). Areas of relatively less difficulty included Administration of Personnel ($\bar{X} = 2.06$) and Security ($\bar{X} = 2.78$).

Figure 2 contains a summary of the notable characteristics of each job dimension with regard to their importance, frequency of performance and difficulty. The grand means for each job dimension are contained in a table in Appendix A-1.

Section Chiefs

Table 24 presents the tasks of section chiefs ranked in the upper quartile across all dimensions. The tasks are ranked beginning with the most important. These tasks are then broken into the appropriate job dimensions in Tables 25 - 30 for reporting of the importance, frequency and difficulty data.

Two General Unit Administration tasks performed by section chiefs were ranked in the upper quartile on importance. Task 16 (Prepare/maintain section alert roster) received a mean importance rating of 6.30. The task was performed by 50.63% of the respondents ($n = 156$) and was performed several times a month ($\bar{X} = 4.35$). It was rated as "fairly easy" for both job incumbents ($\bar{X} = 2.33$) and for new NCOs ($\bar{X} = 2.54$). In overall ranking across job dimensions, Task 16 was ranked second in importance. The mean rating of importance for Task 21 (Prepare and maintain status boards and charts) was 5.95. The task was performed by 51.89% of the respondents, was performed once or twice a week ($\bar{X} = 5.66$), and was rated as "fairly easy" for job incumbents ($\bar{X} = 2.57$) and for new NCOs ($\bar{X} = 2.79$).

The only Administration of Personnel task ranked in the upper

Table 24

Section Chief Tasks Ranked by Importance

Task	Task Definition	% Who Perform ^a	Mean	SD
203	Review operational readiness status of section vehicles	78.48	6.38	.63
16	Prepare/maintain section alert roster	50.63	6.30	.88
255	Organize for combat operations	65.18	6.27	1.03
195	Spot-check section vehicles for preventive maintenance indicators	86.70	6.24	.88
199	Review section equipment readiness status	75.94	6.24	.87
210	Supervise/monitor key control within section	62.65	6.24	.80
163	Identify & enforce training safety requirements	76.58	6.22	1.09
201	Supervise/monitor section personnel performing preventive maintenance	82.27	6.19	.94
208	Establish maintenance priorities for section	74.05	6.19	.89
118	Counsel military personnel on job performance (good & bad)	96.20	6.18	.80
170	Organize/implement section SQT study program	70.88	6.16	1.01
248	Request PLL for elements at worksite	53.16	6.15	.91
106	Supervise implementation of NBC protective measures	60.12	6.14	1.05
111	Supervise section members' personal hygiene	76.58	6.12	.94
22	Prepare/update daily section personnel status report--input to 1SG	50.00	6.09	.91

^an=156

Table 24 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
68	Maintain hand receipts	79.74	6.06	1.05
181	Prioritize tasks selected for training in section	60.12	6.06	.85
214	Conduct physical security inspection	51.89	6.05	1.01
96	Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for section	65.82	6.03	1.01
131	Counsel personnel on SQT	70.88	6.03	1.01
161	Implement/conduct training to correct individual deficiencies in section	86.70	6.02	.87
196	Monitor section vehicle safety program	63.29	6.02	1.16
219	Check security of serial numbered items	69.62	6.01	1.19
191	Record results of training	63.92	6.00	1.04
70	Enforce standards of military discipline, courtesy & dress	98.73	5.99	1.14
73	Brief newly assigned personnel on section missions & policies	90.50	5.99	1.05
95	Supervise section area security	68.98	5.99	1.13
116	Recommend personnel for promotion/reduction to 1SG	86.70	5.99	.96
175	Select performance objectives based on commander's & SQT training guidance	55.06	5.98	.85
184	Plan section individual training	82.91	5.98	.85
193	Inspect section organizational equipment (TASC, NBC, tents, field mess, etc.)	75.94	5.98	1.09

Table 24 (continued)

Task	Definition of Task	% Who Perform ^a	Mean	SD
229	Monitor/enforce section safety program	66.45	5.98	1.16
67	Inspect basic loads	55.06	5.97	.98
80	Inspect individual equipment for serviceability	92.40	5.97	1.00
63	Control equipment usage	93.67	5.96	1.36
71	Monitor section health and welfare	81.01	5.96	1.05
21	Prepare & maintain status boards and charts	51.89	5.95	1.25
114	Counsel personnel with disciplinary problems	96.20	5.93	.99
169	Evaluate individual training for section personnel	67.72	5.93	.89
54	Conduct physical inventory of section organizational property	81.64	5.92	1.12
180	Supervise section OJT program	62.65	5.92	1.17
182	Plan, supervise & conduct individual training	87.34	5.90	.97

quartile on importance by Section Chiefs was Task 22 (Prepare/Update daily section personnel status report-input to 1SG). The task received a mean importance score of 6.09 and was performed by 50% of the respondents. It was performed several times a week ($\bar{X} = 5.92$) and was rated as "fairly easy" for job incumbents ($\bar{X} = 2.23$) and for new NCOs ($\bar{X} = 2.52$).

The most important Supply tasks for section chiefs varied greatly in the percentage of respondents performing the task (55.06% to 93.67%) and in the frequency of performance (from several times quarterly to almost every day). None of the tasks was rated as "difficult". Task 68 (Maintain hand receipts), the most important Supply task, was performed several times a month and was performed by 79.74% of the respondents (see Table 25).

Five Garrison tasks ranked in the upper quartile on importance. Task 111 (Supervise section members' personal hygiene), the most important Garrison task, was performed by only 76.58% of the respondents but was performed several times a week. The second most important task, Task 70 (Enforce standards of military discipline), was performed more frequently (daily) and was performed by most respondents (98.73%). No Garrison task was rated as "difficult" for either experienced or new NCOs (see Table 26).

The important Tactical/Combat tasks of section chiefs presented in Table 27 were performed by less than 70% of the respondents. Only one of the tasks, Task 95 (Supervise section security), was performed frequently and none of the tasks was rated as "difficult". The most

Table 25

Important Supply Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
68. Maintain hand receipts	79.74	\bar{X}	6.06	4.61	2.57	2.86
		SD	1.05	1.48	1.34	1.61
67. Inspect basic loads	55.06	\bar{X}	5.97	4.21	2.59	2.90
		SD	.98	1.19	1.30	1.48
63. Control equipment usage	93.67	\bar{X}	5.96	6.07	2.84	3.47
		SD	1.36	1.10	1.46	1.65
64. Conduct physical inventory of section organizational property	81.64	\bar{X}	5.92	3.82	2.56	2.85
		SD	1.12	1.27	1.39	1.60

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=156}

Table 26

Important Garrison Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
111. Supervise section members' personal hygiene	76.58	\bar{X}	6.12	5.58	2.58	2.71
		SD	.94	1.14	1.35	1.44
70. Enforce standards of military discipline, courtesy & dress	98.73	\bar{X}	5.99	6.40	2.63	2.96
		SD	1.14	.80	1.41	1.49
73. Brief newly assigned personnel on section missions & policies	90.50	\bar{X}	5.99	3.45	2.36	2.70
		SD	1.05	1.40	1.12	1.40
80. Inspect individual equipment for serviceability	92.40	\bar{X}	5.97	4.34	2.49	2.66
		SD	1.00	1.16	1.28	1.40
71. Monitor section health and welfare	81.01	\bar{X}	5.96	5.38	2.62	2.77
		SD	1.05	1.44	1.37	1.50

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=156}

Table 27

Important Tactical/Combat Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
106. Supervise implementation of NBC protective measures	60.12	\bar{X} SD	6.14 1.05	3.98 1.16	2.92 1.34	3.26 1.45
96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for section	65.82	\bar{X} SD	6.03 1.01	3.50 1.19	2.64 1.37	2.85 1.46
95. Supervise section area security	68.98	\bar{X} SD	5.99 1.13	5.62 1.40	2.38 1.21	2.66 1.40

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a
n=156

important task in this job dimension, Task 106 (Supervise NBC protective measures), was performed by 60.12% of the respondents and was performed several times during a quarter.

There were two important Health and Welfare tasks for section chiefs. Task 118 (Counsel military personnel on job performance) had a mean importance rating of 6.18, making it the tenth ranked task in importance across all job dimensions. It was performed by 96.20% of the respondents, was performed several times a month ($\bar{X} = 4.85$), and was rated as "fairly easy" for job incumbents ($\bar{X} = 2.59$) and for new NCOs ($\bar{X} = 2.89$). Task 114 (Counsel personnel with disciplinary problems) was performed by 96.20% of the respondents. The mean importance rating was 5.93; the mean frequency was 4.58 (several times a month); and the mean difficulty ratings were 3.26 for experienced NCOs and 3.97 for new NCOs.

The two important Group Management tasks were Task 131 (Counsel personnel on SQT) and Task 116 (Recommend personnel for promotion/reduction to 1SG). Task 131 was performed by 70.88% of the respondents and received a mean importance score of 6.03. The task was performed several times a quarter ($\bar{X} = 3.49$) and was rated as "fairly easy" for job incumbents ($\bar{X} = 2.76$) and "not difficult" for new NCOs ($\bar{X} = 3.02$). Task 116 had a mean importance score of 5.99 and was performed by 86.70% of the respondents. The mean frequency score was 3.72 (several times a quarter). The mean difficulty scores were 2.50 for experienced NCOs and 2.75 for new NCOs.

For section chiefs, more Training tasks ranked in the upper

quartile on importance than any other job dimension (see Table 28).

The important Training tasks were performed by 60 to 80% of the respondents and the frequency of performance was at least several times a month. None of the tasks was rated as "difficult". The most important Training task, Task 163 (Identify and enforce safety requirements) was performed several times a week by over 75% of the respondents. This task was ranked as one of the ten most important tasks for section chiefs across all dimensions.

Of the seven important Maintenance tasks, five were ranked among the ten most important tasks for section chiefs across all job dimensions (see Table 29). All but one of the tasks were performed at least weekly but none was considered to be "difficult". The most important Maintenance task, Task 203 (Review operational readiness of section vehicles), was also ranked as the most important task of section chiefs across all job dimensions. It was performed by 78.48% of the respondents and was performed several times a week.

The important Security tasks presented in Table 30 were performed by fewer than 70% of the section chiefs responding, but the tasks were performed at least several times a month. The tasks were rated as "fairly easy" for all NCOs. The most important Security task, Task 210 (Supervise/monitor key control) was ranked as one of the five most important tasks for section chiefs across job dimensions. It also was performed almost every day.

Although only two ARTEP tasks were contained in the upper quartile on importance, Task 255 (Organize for combat operations) received

Table 28

Important Training Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
163. Identify & enforce training safety requirements	76.58	\bar{X} SD	6.22 1.09	5.60 1.28	2.67 1.40	2.89 1.53
170. Organize/implement section SQT study program	70.88	\bar{X} SD	6.16 1.01	4.17 1.52	2.96 1.61	3.20 1.75
181. Prioritize tasks selected for training in section	60.12	\bar{X} SD	6.06 .85	5.08 1.15	2.77 1.27	3.11 1.48
161. Implement/conduct training to correct individual deficiencies in section	86.70	\bar{X} SD	6.02 .87	5.21 1.18	2.86 1.43	3.18 1.57
191. Record results of training	63.92	\bar{X} SD	6.00 1.04	5.04 1.25	2.55 1.41	2.79 1.51
175. Select performance objectives based on commander's & SQT training guidance	55.06	\bar{X} SD	5.98 .85	4.48 1.29	2.97 1.46	3.18 1.58
184. Plan section individual training	82.91	\bar{X} SD	5.98 .85	4.84 1.01	2.85 1.37	3.16 1.53
169. Evaluate individual training for section personnel	67.72	\bar{X} SD	5.93 .89	5.01 1.17	2.51 1.28	2.85 1.50
180. Supervise section OJT program	62.65	\bar{X} SD	5.92 1.17	5.17 1.72	3.07 1.45	3.75 1.58
182. Plan, supervise & conduct individual training	87.34	\bar{X} SD	5.90 .97	5.09 1.12	2.89 1.42	3.18 1.52

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a n=156

Table 29

Important Maintenance Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
203. Review operational readiness status of section vehicles	78.48	\bar{X} SD	6.38 .63	5.64 .85	2.62 1.25	2.81 1.44
195. Spot-check section vehicles for preventive maintenance indicators	86.70	\bar{X} SD	6.24 .88	5.69 .85	2.55 1.40	2.88 1.55
199. Review section equipment readiness status	75.94	\bar{X} SD	6.24 .87	5.19 1.23	2.65 1.23	2.85 1.37
201. Supervise/monitor section personnel performing pre- ventive maintenance	82.27	\bar{X} SD	6.19 .94	5.77 .97	2.60 1.36	2.86 1.56
208. Establish maintenance priorities for section	74.05	\bar{X} SD	6.19 .89	5.64 1.18	2.70 1.39	3.05 1.53
196. Monitor section vehicle safety program	63.29	\bar{X} SD	6.02 1.16	5.01 1.36	2.59 1.30	2.84 1.42
193. Inspect section organizational equipment (TASC, NBC, tents, field mess, etc.)	75.94	\bar{X} SD	5.98 1.09	4.63 1.30	2.78 1.31	3.18 1.52

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a n=156

Table 30

Important Security Tasks
Performed by Section Chiefs

	% Who Perform ^a		I	F	D	DN
210. Supervise/monitor key control within section	62.65	\bar{X} SD	6.24 .80	6.01 1.02	2.53 1.42	2.75 1.53
214. Conduct physical security inspection	51.89	\bar{X} SD	6.05 1.01	4.71 1.40	2.39 1.08	2.68 1.38
219. Check security of serial numbered items	69.62	\bar{X} SD	6.01 1.19	4.51 1.41	2.58 1.33	2.76 1.53
229. Monitor/enforce section safety program	66.45	\bar{X} SD	5.98 1.16	5.30 1.42	2.48 1.26	2.63 1.40

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a
n=156

a mean importance score of 6.27 which ranked it as the third most important task of section chiefs across all job dimensions. Task 255 was performed by 65.18% of the respondents and was performed several times a month ($\bar{X} = 4.47$). The task was rated as "not difficult" for job incumbents ($\bar{X} = 3.53$) but "somewhat difficult" for new NCOs ($\bar{X} = 4.13$). Task 248 (Request PLL for elements at worksite) received a mean importance score of 6.15 and was performed by 53.16% of the respondents. The mean frequency score was 5.10 (once or twice a week). Task 248 was rated as "fairly easy" for experienced NCOs ($\bar{X} = 2.95$) and "not difficult" for new NCOs ($\bar{X} = 3.60$).

Summary. Section chiefs rated 42 tasks in the upper quartile of importance. these tasks were divided into eleven job dimensions. Those job dimensions which contained proportionately more tasks were Training (10 tasks), and Maintenance (7 tasks). Job dimensions with relatively few important tasks included Administration of Personnel (1), ARTEP (2), General Unit Administration (2), Health and Welfare (2) and Group Management (2).

On the ranking of the grand mean importance scores, the range was 5.98 to 6.28. The two most important job dimensions were ARTEP ($\bar{X} = 6.21$) and Maintenance ($\bar{X} = 6.18$). Those tasks of relatively less importance included Supply ($\bar{X} = 5.98$), Garrison tasks ($\bar{X} = 6.01$), Group Management ($\bar{X} = 6.01$) and Training ($\bar{X} = 6.02$).

Only one job dimension contained tasks which on the average were performed by over ninety percent of the respondents. This was Health

and Welfare (96.2%). The second ranked job dimension was Garrison tasks with 87.84% of the respondents performing those tasks on the average. Tasks performed by fewer Section Chiefs included Administration of Personnel (50%), ARTEP (59.17%) and Security (62.65%).

The ranking of the frequency grand means indicated that four job dimensions contained tasks which on the average were performed more than "1 or 2 times a week" ($\bar{X} = 5.0$). These were Health and Welfare ($\bar{X} = 5.39$), Maintenance ($\bar{X} = 5.37$), Administration of Personnel ($\bar{X} = 5.92$) and Garrison tasks ($\bar{X} = 5.03$).

Two job dimensions contained tasks which on the average were performed relatively infrequently by Section Chiefs. These were Group Management ($\bar{X} = 3.61$) and Tactical/Combat tasks ($\bar{X} = 4.37$).

The difficulty ratings for job incumbents ranged from 2.23 to 3.24. Job dimensions which contained tasks of relatively greater difficulty included ARTEP ($\bar{X} = 3.24$), Health and Welfare ($\bar{X} = 2.53$) and Training ($\bar{X} = 2.81$). The easiest job dimension for incumbents was Administration of Personnel ($\bar{X} = 2.23$).

The grand mean ratings of difficulty for new Section Chiefs ranged from 2.52 to 3.87. Two dimensions which were perceived as relatively more difficult were ARTEP ($\bar{X} = 3.87$) and Health and Welfare ($\bar{X} = 3.43$). Relatively easy dimensions included Administration of Personnel ($\bar{X} = 2.52$), General Unit Administration ($\bar{X} = 2.67$), Security ($\bar{X} = 2.71$) and Garrison tasks ($\bar{X} = 2.75$). Figure 3 presents a summary of the notable characteristics of each job dimension with regard to

Figure 3

Characteristics of Job Dimension for Section Chiefs

Job Dimension	Number of Important Tasks	\bar{X} Importance Rating	% Who Perform	Frequency of Performance	Difficulty for Incombents	Difficulty for New NCOs
General Unit Administration	Low		Low			Low
Administration of Personnel	Low		Low	High	Low	Low
Supply Tasks		Low				
Garrison		Low	High	High		Low
Tactical/Combat				Low		
Health and Welfare	Low		High	High	High	High
Group Management	Low	Low		Low		
Training	High	Low			High	
Maintenance	High			High		
Security					Low	
ARTEP	Low		Low		High	High

their relative importance, frequency of performance and difficulty. A table of the grand means for each job dimension is contained in Appendix A-1.

Squad Leaders

Table 31 presents the tasks of squad leaders ranked in the upper quartile on importance across all job dimensions beginning with the most important. These important tasks were then divided into job dimensions. Tables 32-39 present the ranked data for the important tasks beginning with the most important within each of these job dimensions.

No General Unit Administration tasks were ranked in the upper quartile on importance for squad leaders.

The important Administration of Personnel tasks were performed by fewer than 75% of the squad leaders responding (see Table 32). Only one task, Task 22 (Prepare/update daily squad personnel status report), was performed frequently (almost every day) and none of the tasks was rated as "difficult". The most important Administration of Personnel task, Task 4 (Update squad promotion roster), was performed by 50.38% of those responding and was performed monthly. This task was also ranked ninth in importance over all job dimensions.

The two important Supply tasks of squad leaders included Task 67 (Inspect basic loads) and Task 63 (Control equipment usage). Task 67 was performed by 49.61% of the respondents and received a mean importance score of 5.81. The task was performed several times a month ($\bar{X} = 4.34$) and was rated as "fairly easy" for job incumbents ($\bar{X} = 2.52$) and for new NCOs ($\bar{X} = 2.98$). Task 63 received a mean

Table 31

Squad Leader Tasks Ranked by Importance

Task	Task Definition	% Who Perform ^a	Mean	SD
199	Review squad equipment readiness status	75.96	6.09	.86
195	Spot-check squad vehicles for preventive maintenance indicators	86.04	6.06	.91
70	Enforce standards of military discipline, courtesy & dress	94.57	6.04	.98
71	Monitor squad health & welfare	81.39	6.03	.93
203	Review operational readiness status of squad vehicles	76.74	6.01	1.05
209	Report security violations	61.24	6.01	1.20
156	Provide training guidance to subordinates	72.86	6.00	.90
259	Develop/establish perimeter defense	52.71	6.00	1.07
4	Update squad promotion eligibility roster	50.38	5.99	.88
96	Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for squad	75.96	5.99	1.02
239	Conduct radio communications	65.89	5.99	1.04
106	Supervise implementation of NBC protective measures	71.31	5.97	1.02
201	Supervise/monitor squad personnel performing preventive maintenance	90.69	5.95	.99
14	Report AWOL soldiers	51.16	5.94	1.35
196	Monitor squad vehicle safety program	61.24	5.94	1.09
208	Establish maintenance priorities for squad	67.44	5.94	.99

^an=129

Table 31 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
214	Conduct physical security inspection	61.24	5.94	1.30
182	Supervise individual training within squad	82.94	5.92	.89
73	Brief newly assigned personnel on squad missions & policies	89.14	5.90	1.08
118	Counsel military personnel on job performance (good & bad)	93.79	5.88	.99
150	Assist in career planning & personal development	61.24	5.87	1.10
255	Organize for combat operations	77.51	5.87	1.07
114	Counsel personnel with disciplinary problems	89.14	5.85	.88
169	Evaluate individual training for squad personnel	75.19	5.84	.94
163	Identify & enforce training safety requirements	64.34	5.83	1.11
67	Inspect basic loads	49.61	5.81	1.04
164	Insure squad members attend unit training	91.47	5.81	1.12
172	Coordinate squad training	75.96	5.81	1.07
241	Establish observation posts	49.61	5.81	1.09
111	Supervise squad members' personal hygiene	79.84	5.80	1.16
165	Plan squad collective training	74.41	5.80	1.02
116	Recommend personnel for promotion/reduction to PSG	86.04	5.78	1.12
173	Supervise squad collective training	69.76	5.77	.89

Table 31 (continued)

Task	Task Definition	% Who Perform ^a	Mean	SD
22	Prepare/update daily squad personnel status report--input PSG	68.21	5.75	1.14
115	Counsel personnel facing personal/financial problems	73.64	5.74	1.15
63	Control equipment usage	65.11	5.73	1.27
184	Plan squad individual training	66.66	5.73	.95
95	Supervise squad area security	69.76	5.72	.89
168	Conduct critiques of squad training	79.06	5.72	1.12
8	Answer/refer inquiries concerning personnel actions for squad members	74.41	5.71	1.12
193	Inspect squad organizational equipment (TASC, NBC, tents, field mess, etc.)	76.74	5.71	.88
147	Apply motivational (rewards & punishments) techniques	73.64	5.70	1.20
170	Organize/implement squad SQT study program	59.68	5.70	.99
210	Monitor key control within squad	61.24	5.70	1.21
244	Implement/supervise squad defensive posture	73.64	5.70	1.18

Table 32

Important Administration of Personnel Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
4. Update squad promotion eligibility roster	50.38	\bar{X}	5.99	3.97	2.20	2.69
		SD	.88	.85	1.12	1.42
14. Report AWOL soldiers	51.16	\bar{X}	5.94	3.44	1.85	2.03
		SD	1.35	1.81	1.29	1.43
22. Prepare/update daily squad personnel status report -- input to PSG	68.21	\bar{X}	5.75	6.11	2.17	2.58
		SD	1.14	.70	1.35	1.56
8. Answer/refer inquiries con- cerning personnel actions for squad members	74.41	\bar{X}	5.71	4.77	2.35	2.90
		SD	1.12	1.31	1.24	1.49

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=129}

importance score of 5.73 and was performed by 65.11% of those responding. The mean frequency score was 5.89 (once or twice a week) and the mean difficulty scores were 2.46 (job incumbents) and 3.02 (new NCOs).

The important Garrison tasks were performed frequently (at least several times a week) and were performed by 80% or more of the respondents (see Table 33). The two most important Garrison tasks were also ranked third and fourth in importance for squad leaders across all job dimensions. The most important task, Task 70 (Enforce standards of military discipline), was performed by most of the respondents and was performed almost every day. It was not rated as "difficult" for either experienced or for new NCOs.

The important Tactical/Combat tasks presented in Table 34 were performed by 75% or fewer of the squad leaders responding and were performed several times a month or less. None was rated as "difficult" for NCOs. The most important task, Task 96 (Implement tactical cover) was also included in the ten most important tasks for squad leaders across all dimensions.

The important Health and Welfare tasks were performed at least monthly and varied in the percentage of respondents performing the tasks (from 61% to 93%). None was considered "difficult" for either experienced or new NCOs. The most important Health and Welfare task, Task 118 (Counsel military personnel on job performance), was performed by over 90% of the respondents several times a month (see Table 35).

The important Group Management task, Task 116 (Recommend personnel for promotion/reduction) was performed by 86.04% of the squad leaders

Table 33

Important Garrison Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
70. Enforce standards of military discipline, courtesy & dress	94.57	\bar{X}	6.04	6.31	2.46	3.02
		SD	.98	.89	1.44	1.70
71. Monitor squad health & welfare	81.39	\bar{X}	6.03	5.70	2.32	2.82
		SD	.93	1.08	1.29	1.60
73. Brief newly assigned personnel on squad missions & policies	89.14	\bar{X}	5.90	3.77	2.38	3.08
		SD	1.08	1.43	1.15	1.42
111. Supervise squad members' personal hygiene	79.84	\bar{X}	5.80	5.52	3.24	2.88
		SD	1.16	1.15	1.50	1.44

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a
n=129

Table 34

Important Tactical/Combat Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for squad	75.96	\bar{X}	5.99	3.33	2.45	3.09
		SD	1.02	1.04	1.28	1.59
106. Supervise implementation of NBC protective measures	71.31	\bar{X}	5.97	3.77	2.82	3.34
		SD	1.02	.77	1.21	1.45
95. Supervise squad area security	69.76	\bar{X}	5.72	4.83	2.50	3.02
		SD	.89	1.55	1.18	1.32

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=129}

Table 35

Important Health & Welfare Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
118. Counsel military personnel on job performance (good & bad)	93.79	\bar{X} SD	5.88 .99	4.74 1.08	2.56 1.24	3.29 1.51
150. Assist in career planning & personal development	61.24	\bar{X} SD	5.87 1.10	4.56 1.32	2.39 1.13	3.06 1.52
114. Counsel personnel with disciplinary problems	89.14	\bar{X} SD	5.85 .88	4.47 1.27	2.76 1.31	3.53 1.66
115. Counsel personnel facing personal/financial problems	73.64	\bar{X} SD	5.74 1.15	3.92 1.26	2.78 1.28	3.45 1.60
147. Apply motivational (rewards & punishments) techniques	73.64	\bar{X} SD	5.70 1.20	5.13 1.29	2.77 1.48	3.45 1.71

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=124}

responding. The mean importance score was 5.78. The task was performed several times during a quarter ($\bar{X} = 3.77$) and was not rated as "difficult" for job incumbents ($\bar{X} = 2.51$) or for new NCOs ($\bar{X} = 3.31$).

Eleven Training tasks were included in the upper quartile on importance (see Table 36). All were performed at least several times a month and none was rated as "difficult". The most important Training task, Task 156 (Provide training guidance), was performed by 72.86% of those responding and was performed several times a week. Task 156 was also ranked as the seventh most important task over all job dimensions.

Of the seven Maintenance tasks included in the upper quartile on importance, three were ranked in the ten most important tasks across all job dimensions (see Table 37). The most important Maintenance task, Task 199 (Review equipment readiness status), was also ranked first over all dimensions in importance for squad leaders. Two of the Maintenance tasks were performed frequently (several times a week) and none was rated as "difficult".

The important Security tasks presented in Table 38 varied in frequency of performance from quarterly to weekly and were performed by about 61% of those squad leaders responding. the tasks were not rated as "difficult" for either job incumbents or new NCOs. The most important Security task, Task 209 (Report security violations), was ranked sixth in importance over all job dimensions even though it was only performed several times a quarter.

Table 36

Important Training Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
156. Provide training guidance to subordinates	72.86	\bar{X} SD	6.00 .90	5.42 1.13	2.45 1.29	3.03 1.64
182. Supervise individual training within squad	82.94	\bar{X} SD	5.92 .89	5.44 1.35	2.37 1.30	2.99 1.56
169. Evaluate individual training for squad personnel	75.19	\bar{X} SD	5.84 .94	5.09 1.26	2.72 1.31	3.39 1.44
163. Identify & enforce training safety requirements	64.34	\bar{X} SD	5.83 1.11	5.24 1.32	2.78 1.47	3.31 1.68
164. Insure squad members training within squad	91.47	\bar{X} SD	5.81 1.12	5.50 1.01	2.35 1.26	2.80 1.52
172. Coordinate squad training	75.96	\bar{X} SD	5.81 1.07	5.06 1.26	2.84 1.38	3.53 1.57
165. Plan squad collective training	74.41	\bar{X} SD	5.80 1.02	4.62 1.33	3.13 1.42	3.78 1.56
173. Supervise squad collective training	69.76	\bar{X} SD	5.77 .89	4.96 1.31	2.56 1.23	3.32 1.43
184. Plan squad individual training	66.66	\bar{X} SD	5.73 .95	4.85 1.12	2.63 1.28	3.36 1.55
168. Conduct critiques of squad training	79.06	\bar{X} SD	5.72 1.12	4.79 1.43	2.72 1.12	3.73 1.51
170. Organize/implement squad SQT study program	59.68	\bar{X} SD	5.70 .99	4.94 1.18	2.70 1.37	3.26 1.55

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=129

Table 37

Important Maintenance Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
199. Review equipment readiness status	75.96	\bar{X} SD	6.09 .86	5.01 1.13	2.32 1.15	2.87 1.50
195. Spot-check vehicles for preventive maintenance indicators	86.04	\bar{X} SD	6.06 .91	5.67 .71	2.67 1.22	3.25 1.37
203. Review operational readiness of vehicles	76.74	\bar{X} SD	6.01 1.05	5.43 1.05	2.55 1.17	3.20 1.51
201. Supervise/monitor squad personnel performing preventive maintenance	90.69	\bar{X} SD	5.95 .99	5.63 .93	2.49 1.09	3.05 1.27
208. Establish maintenance priorities	67.44	\bar{X} SD	5.94 .99	5.66 .89	2.44 1.34	3.06 1.59
196. Monitor squad vehicle safety program	61.24	\bar{X} SD	5.94 1.35	3.44 1.81	1.85 1.29	2.03 1.43
193. Inspect squad organizational equipment	76.74	\bar{X} SD	5.71 .88	3.99 .94	2.51 1.27	2.95 1.44

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=129}

Table 38

Important Security Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
209. Report security violations	61.24	\bar{X}	6.01	3.71	2.08	2.35
		SD	1.20	1.43	1.03	1.31
214. Conduct physical security inspection	61.24	X	5.94	4.81	2.20	2.63
		SD	1.30	1.33	1.19	1.45
210. Monitor key control within squad	61.24	\bar{X}	5.70	5.85	2.23	2.71
		SD	1.21	1.03	1.19	1.54

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^a_{n=129}

The important ARTEP tasks were performed by fewer than 80% of the respondents and were performed no more frequently than monthly (see Table 39). One of the tasks, Task 255 (Organize for combat operations), was considered somewhat difficult for new NCOs. The two most important ARTEP tasks, Tasks 259 (Develop perimeter defense) and 239 (Conduct radio communications), were ranked in the ten most important tasks for squad leaders across job dimensions.

Summary. Squad leaders rated 45 tasks in the upper quartile of importance. These tasks were divided into eleven job dimensions. These areas which contained more of the important tasks included Training (11 tasks) and to somewhat a lesser extent Maintenance (7 tasks). Job dimensions which contained relatively few important tasks included Group Management (1 task), General Unit Administration (no tasks) and Supply (2 tasks).

The overall grand mean ratings of importance for each job dimension were very close and ranged from 5.77 to 5.96. The highest ranked dimensions were Maintenance ($\bar{X} = 5.96$) and Garrison tasks ($\bar{X} = 5.94$). Less highly ranked dimension included Supply ($\bar{X} = 5.77$) and Group Management ($\bar{X} = 5.78$).

The mean number of squad leaders who performed the tasks within each job dimension was lower than for the other three duty positions. None of the job dimensions had mean percent performance scores of over ninety percent. The two dimensions with scores in the eighties were Garrison tasks (86.24%) and the Group Management tasks (86.04%). Job

Table 39

Important ARTEP Tasks
Performed by Squad Leaders

	% Who Perform ^a		I	F	D	DN
259. Develop/establish perimeter defense	52.71	\bar{X}	6.00	3.03	2.49	3.34
		SD	1.07	.95	1.30	1.45
239. Conduct radio communications	65.89	\bar{X}	5.99	4.29	2.05	2.60
		SD	1.04	1.33	1.17	1.47
255. Organize for combat operations	77.51	\bar{X}	5.87	4.12	3.33	4.66
		SD	1.07	1.36	1.24	1.44
241. Establish observation posts	49.61	\bar{X}	5.81	3.27	2.25	2.89
		SD	1.09	1.01	1.12	1.43
244. Implement/supervise squad defensive posture	73.64	\bar{X}	5.70	3.76	3.04	3.99
		SD	1.18	1.30	1.18	1.31

Note. I = Importance; F = Frequency; D = Difficulty; DN = Difficulty for New NCO

^an=129

dimensions which contained tasks that on the average were performed by relatively few squad leaders included Supply (57.36%), Administration of Personnel (61.04%), Security (61.24%) and ARTEP (63.87%).

The grand means for each job dimension on the frequency of performance ranged from 3.69 to 5.33. Three job dimensions contained tasks which on the average were performed more than once or twice a week (> 5.0). These were Garrison tasks ($\bar{X} = 5.33$), Training ($\bar{X} = 5.08$) and Supply ($\bar{X} = 5.12$). Job dimensions with tasks which on the average were performed less than one or two times a month (< 4.0) included Artep ($\bar{X} = 3.69$), Group Management ($\bar{X} = 3.77$) and Tactical/Combat tasks ($\bar{X} = 3.98$).

The grand mean difficulty ratings for job incumbents ranged from 2.14 to 2.66. Job dimensions which were rated as relatively more difficult included Training ($\bar{X} = 2.66$), Health and Welfare ($\bar{X} = 2.65$), ARTEP ($\bar{X} = 2.63$) and Garrison tasks ($\bar{X} = 2.60$). Job dimensions rated as relatively less difficult included Administration of Personnel ($\bar{X} = 2.14$) and Security ($\bar{X} = 2.17$).

The grand mean difficulty ratings for new squad leaders ranged from 2.55 to 3.50. Job dimensions which contained tasks ranked on the average as relatively more difficult included ARTEP ($\bar{X} = 3.50$), Health and Welfare ($\bar{X} = 3.36$), Training ($\bar{X} = 3.32$) and Group Management ($\bar{X} = 3.31$). Job dimensions rated as relatively less difficult included Security ($\bar{X} = 2.56$) and Administration of Personnel ($\bar{X} = 2.55$).

Figure 4 contains a summary of the notable characteristics of each job dimension with regard to its importance, frequency of

Figure 4

Characteristics of Job Dimension for Squad Leaders

Job Dimension	Number of Important Tasks	\bar{X} Importance Rating	% Who Perform	Frequency of Performance	Difficulty for Incumbents	Difficulty for New NCOs
General Unit Administration	Low		Low		Low	Low
Administration of Personnel						
Supply Tasks	Low	Low	Low	High		
Garrison		High	High	High	High	
Tactical/Combat				Low		
Health and Welfare					High	High
Group Management	Low	Low	High	Low		High
Training	High			High	High	High
Maintenance	High	High				
Security			Low		Low	Low
ARTEP			Low	Low	High	High

performance and difficulty for both incumbents and new squad leaders.

A table of the grand means for the tasks in each job dimension is contained in Appendix A-1.

Summary of Leader Task Survey

Altogether, 130 important tasks for all four duty positions were identified. Of these 130 tasks, eleven were common to all four positions. These eleven common tasks included:

Garrison Tasks

70 - Enforce standards of discipline, courtesy and dress

71 - Monitor soldiers health and welfare

73 - Brief new personnel on unit mission and policies

Health and Welfare Tasks

114 - Counsel personnel on disciplinary problems

118 - Counsel personnel on job performance

Training Tasks

182 - Supervise individual training

184 - Plan individual training

Maintenance Tasks

195 - Spot check vehicles for preventive maintenance
indicators

199 - Review equipment readiness status

Security Tasks

210 - Supervise key control

ARTEP Tasks

255 - Organize for combat operations

In addition, sixteen tasks were among the most important tasks for three of the positions. These tasks included:

General Unit Administration Tasks

- (1) 16 - Prepare/maintain unit alert roster (first sergeant, platoon sergeant, section chief)

Supply Tasks

- (2) 63 - Control equipment usage (platoon sergeant, section chief, squad leader)
- (3) 67 - Inspect basic loads (platoon sergeant, section chief, squad leader)

Tactical/Combat Tasks

- (4) 95 - Supervise area security (platoon sergeant, section chief, squad leader)
- (5) 96 - Implement tactical cover/deception (platoon sergeant, section chief, squad leader)
- (6) 106 - Supervise NBC protective measures (platoon sergeant, section chief, squad leader)

Garrison Tasks

- (7) 111 - Supervise personal hygiene (platoon sergeant, section chief, squad leader)

Health and Welfare Tasks

- (8) 115 - Counsel personnel with personal problems (first sergeant, platoon sergeant, squad leader)
- (9) 147 - Apply motivational techniques (first sergeant, platoon sergeant, squad leader)

Group Management Task

- (10) 116 - Recommend personnel for promotion/reduction (first sergeant, section chief, squad leader)

Training Tasks

- (11) 163 - Identify and enforce training safety (platoon sergeant, section chief, squad leader)
- (12) 170 - Organize/monitor unit SQT program (first sergeant, section chief, squad leader)

Maintenance Task

- (13) 208 - Establish maintenance priorities (platoon sergeant, section chief, squad leader)

Security Tasks

- (14) 209 - Report security violations (first sergeant, platoon sergeant, squad leader)
- (15) 214 - Conduct physical security inspection (platoon sergeant, section chief, squad leader)

ARTEP Tasks

- (16) 259 - Develop perimeter defense (first sergeant, platoon sergeant, squad leader)

Of these 27 common tasks, seven were the most important task of a job dimension for more than one duty position. Task 16 was the most important Unit Administration task for first sergeants, platoon sergeants, and section chiefs; Task 70 was the most important Garrison task for first sergeants, platoon sergeants and squad leaders; Task 118 was the most important Health and Welfare task for platoon

sergeants, section chiefs and squad leaders; Task 255 was the most important ARTEP task for first sergeants, platoon sergeants and section chiefs; Task 199 was the most important Maintenance task for first sergeants and squad leaders; and Task 209 was the most important Security task for platoon sergeants and squad leaders. The level of importance and the commonality in rank for these 27 tasks would indicate that they represent basic common functions of non-commissioned officers in performing leadership duties.

Another commonality among positions is the importance of the Training job dimension. Training contained more important tasks for all four duty positions than any other dimension. First sergeants ranked thirteen Training tasks in the upper quartile on importance, platoon sergeants ranked fourteen Training tasks as important, section chiefs ranked ten Training tasks as important, and squad leaders ranked eleven Training tasks in the upper quartile. This would support the concept that training is one of the most important functions of NCOs no matter what position they hold.

The percentage of NCOs in each position performing the important tasks varied greatly within positions and between positions. Overall the first sergeants' important tasks showed greater commonality in the percentage performing than did the tasks of the other positions, with section chiefs showing the least commonality in the percentage performing a task. This is indicative of the nature of the duties of a first sergeant versus those of a section chief. The administrative functions of a first sergeant remain fairly constant across types of

units, while the responsibilities of section chiefs vary greatly depending on the performance requirements of their technical position.

The frequency of performance of tasks varied within each position, since the nature of the task determines how frequently it will be performed. As a result, across positions there were similarities in the frequency of performance for a given task.

The rating of task difficulty for both experienced and new NCOs was generally low. However, the tasks were usually rated more difficult for new NCOs than for job incumbents with some differences in difficulty rating by position.

The number of important tasks included in each job dimension varied among positions which suggests differences in the relative importance of a job dimension for the overall leadership function of a given duty position.

Summary of Job Dimension Analysis

First sergeants had a greater number of important tasks in the job dimensions of Administration of Personnel, Health and Welfare, and Training and to a slightly less extent Garrison tasks and Group Management. Of the ten most important tasks for first sergeants, two were included in Administration of Personnel and two in Garrison tasks including the most important task for first sergeants. There were no important tasks in Tactical/Combat tasks, one in Supply, and two in Maintenance. The data on frequency of performance also suggest the importance of Administration of Personnel and Garrison tasks. In addition General Unit Administration, Health and Welfare and Group

Management are all tasks performed by a high percentage of first sergeants. Thus the first sergeant's job is clearly more administrative and managerial than that of other NCOs. Of these important and frequently performed areas two present some difficulty. General Unit Administration is rated as relatively more difficult for incumbent first sergeants while Garrison tasks are perceived to be difficult for new first sergeants.

The important tasks for platoon sergeants were found mostly in the job dimensions of Training, Garrison tasks, Maintenance, Security, and ARTEP. There were only two important tasks in Unit Administration, one in Administration of Personnel, one in Group Management, and two in Supply. Of the ten most important tasks for platoon sergeants, Maintenance contains four, Garrison tasks contains two, and ARTEP contains two. Of these areas of importance, those performed frequently included Maintenance, Training, and Garrison. Of these important areas only Training provided some difficulty to platoon sergeants. In general, it can be said that the functions of a platoon sergeant are less administrative and managerial than first sergeants and more closely related to supervision of personnel and equipment.

The job dimensions containing the most important tasks for section chiefs included Training, Maintenance, Supply, and to a somewhat lesser extent Garrison tasks and Security. Within the dimensions of Unit Administration, Health and Welfare, Group Management, and ARTEP, only two important tasks were contained in each, and only one task was included in Administration of Personnel. Half of the ten most important

tasks were included in the Maintenance dimension. The technical nature of the section chief's job is apparent in the dimensions representing these most important tasks. Administration and management tasks were not as important for this duty position, although some of these tasks were among those most frequently performed, e.g., Administration of Personnel and Health and Welfare. Of the important tasks those most frequently performed were Maintenance and Garrison tasks. The only important area which presented some difficulty to the section chief was Training.

The dimensions containing the most important squad leader tasks included Health and Welfare, Training, and ARTEP. Squad leaders had no important Unit Administration tasks, two Supply tasks, and one Group Management task. Garrison tasks contained two of the ten most important tasks for squad leaders. The rest were divided among the other dimensions. The most important tasks and the important job dimensions for squad leaders are indicative of their supervision of personnel responsibilities. Their management and administration responsibilities are limited. This conclusion is only partially reflected in the frequency with which tasks were performed. Training and Garrison tasks were frequently performed but so was the tasks in the less important area of Supply. Ratings of difficulty indicated that the important areas of Health and Welfare, Garrison tasks, Training and ARTEP presented some difficulty for both an incumbent and new squad leader.

Comparative Analysis of Job Dimensions

Altogether, 130 tasks were rated in the upper quartile of importance. These tasks were divided into eleven job dimensions. In this section, an analysis of the importance, frequency and difficulty of each job dimension will be presented. For each set of tasks within each job dimension for each duty position and type of MOS, a grand mean was computed. This was done by summing the mean scores for each task and dividing by the number of tasks in the dimension.

These grand mean scores of importance, frequency, and difficulty for each of the NCO leader tasks job dimensions were analyzed using a 3 (MOS) X 4 (duty position) analysis of variance. Simple effects analysis examined the differences between duty positions and between types of MOS using the Student Newman-Keuls test with the alpha set at $p < .05$. It should be noted that given the unequal cell distribution, the interaction effects may not be independent of the main effects. Therefore, caution should be exercised in the interpretation of the interaction effects.

Tables 40 through 58 report the analysis of variance results for each job dimension. The tables present the grand mean ratings of importance, frequency and difficulty of the tasks within each job dimension by duty position, type of MOS, and where significant, Duty Position X Type of MOS as well as the F, df, and p for each analysis.

This analysis differs from the one presented previously in that the basis for these comparisons are all tasks in the upper quartile for a single duty position.

General Unit Administration

Table 40 presents the results of an analysis of variance of the mean ratings of importance, difficulty and frequency of the General Unit Administration tasks by position and type of MOS. Significant main effects of duty position on the importance of performing the tasks, the difficulty of the tasks for job incumbents, the difficulty for new NCOs and the frequency of performance were found. Simple effects analysis indicated that first sergeants rated the tasks as more important than did platoon sergeants, who in turn rated them as more important than section chiefs who rated them as more important than squad leaders $F(3, 576) = 64.52, p < .001$. The same linear monotonic trend occurred on the grand mean scores of difficulty for incumbents, $F(3, 579) = 34.73, p < .001$. On difficulty for new NCOs, the pattern was somewhat different with first sergeants rating it higher than platoon sergeants who rated it higher than both section chiefs and squad leaders, $F(3, 579) = 43.11, p < .001$. On ratings of frequency, squad leaders were significantly lower than section chiefs who were significantly lower than both platoon sergeants and first sergeants, $F(3, 543) = 14.10, p < .001$.

In general, as one progressed from squad leader up to first sergeant, General Unit Administration tasks were rated as more important, difficult and frequently performed. For type of MOS, significant main effects were found on difficulty and frequency of performance of the General Unit Administration tasks (see Table 40). A simple effects analysis on type of MOS indicated that Combat Service Support NCOs rated the dimension as significantly more difficult than either Combat Arms or

Table 40

General Unit Administration:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{\bar{X}}$
1st Sergeant	126	5.22	2.45	3.02	126 5.96
Platoon Sergeant	167	4.39	2.00	2.34	167 5.82
Section Chief	158	3.24	1.58	1.70	142 5.64
Squad Leader	129	2.73	1.20	1.46	112 5.46
F		66.66	35.74	43.73	15.64
df		3/568	3/568	3/568	3/535
$p <$.001	.001	.001	.001
Type of MOS	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{\bar{X}}$
Combat Arms	276	3.84	1.75	2.13	259 5.70
Combat Support	128	3.83	1.70	1.97	119 5.62
Combat Service Support	176	4.01	1.92	2.21	169 5.85
F		2.17	3.09	1.52	6.36
df		2/568	2/568	2/568	2/535
$p <$.12	.05	.22	.002

Combat Support NCOs. Combat Arms and Combat Support personnel rated frequency significantly lower than did Combat Service Support personnel, $F(2, 544) = 4.73, p < .01$.

Table 41 presents the interaction means for importance. Analysis of variance indicated a significant Duty Position X Type of MOS interaction, $F(6, 568) = 2.32, p < .02$. Squad leaders and section chiefs in Combat Service Support rated General Unit Administration tasks as more important than did their counterparts in Combat Arms and Combat Support. Conversely, first sergeants in Combat Arms rated General Unit Administration as more important than did other first sergeants. Also, in Combat Support and Combat Service Support there was a simple linear trend such that the higher the rank the greater the rated importance. However, in Combat Arms there was no difference between squad leaders and section chiefs on the importance of General Unit Administration tasks.

Analysis of variance also indicated a significant Duty Position X Type of MOS interaction, $F(6, 568) = 2.04, p < .05$ on the ratings of difficulty for a new NCO. These means are presented in Table 42. First sergeants and platoon sergeants in Combat Arms rated Unit Administration tasks as more difficult for a new NCO than did their counterparts in Combat Support or Combat Service Support types of MOS. Conversely, section chiefs and squad leaders in Combat Service Support rated this dimension as more difficult than did other section chiefs and squad leaders.

Finally, analysis of variance indicated a significant Duty Position X Type of MOS interaction, $F(6, 535) = 4.65, p < .001$ on the mean

Table 41

Mean Importance of General Unit Administration
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>					
	<u>First Sergeant</u>		<u>Platoon Sergeant</u>		<u>Section Chief</u>	
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	69	5.35	1.24	83	4.34	1.57
				63	2.67	1.69
				61	2.65	1.94
Combat Support	21	5.01	1.11	40	4.57	1.23
				39	3.31	1.87
				28	2.62	1.76
Combat Service Support	36	5.09	1.19	44	4.32	1.47
				56	3.83	1.98
				40	2.92	1.56

Table 42

Mean Difficulty for a new NCO of General Unit Administration
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>					
	<u>First Sergeant</u>		<u>Platoon Sergeant</u>		<u>Section Chief</u>	
	<u>n</u>	<u>\bar{X}</u>	<u>n</u>	<u>\bar{X}</u>	<u>n</u>	<u>\bar{X}</u>
		<u>SD</u>		<u>SD</u>		<u>SD</u>
Combat Arms	69	3.12 1.32	83	2.38 1.12	63	1.42 1.02
					61	1.42 1.27
Combat Support	21	2.83 1.20	40	2.36 1.10	39	1.47 1.20
					28	1.46 1.16
Combat Service Support	36	2.92 1.20	44	2.25 1.41	56	2.18 1.49
					40	1.53 .86

frequency ratings (see Table 43). The frequency ratings for NCOs in Combat Service Support MOS did not vary according to duty position. However, within the Combat Arms and Combat Support MOS the top ranking NCOs were more frequently involved in General Unit Administration than were those at the bottom of the NCO hierarchy.

Administration of Personnel

Table 44 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency for the Administration of Personnel tasks by position and type of MOS. Significant main effects of duty position on the importance of performing the tasks, the difficulty of the tasks for job incumbents, the difficulty for new NCOs and the frequency of performance were found. Simple effects analysis indicated that first sergeants rated the importance of the task higher than platoon sergeants who rated it higher than section chiefs and squad leaders, $F(3, 576) = 148.41, p < .001$. The same pattern emerged in difficulty for incumbents, $F(3, 576) = 65.76, p < .001$; difficulty for new NCOs, $F(3, 576) = 86.19, p < .001$; and frequency of performance, $F(3, 576) = 192.37, p < .001$.

For the type of MOS, significant main effects were found on importance, difficulty for incumbents and difficulty for new NCOs on Administration of Personnel tasks. A simple effects analysis of type of MOS indicated that Combat Arms NCOs rated the importance as significantly higher than both Combat Support and Combat Service Support NCOs who did not differ significantly from each other, $F(2, 577) = 15.16, p < .001$. The same pattern also existed in difficulty for incumbents, $F(2, 577) =$

Table 43

Mean Frequency of General Unit Administration
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>					
	<u>First Sergeant</u>		<u>Platoon Sergeant</u>		<u>Section Chief</u>	
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	69	5.97	.49	83	5.92	.62
					5.45	.68
				56	5.24	.79
Combat Support	21	6.02	.51	40	5.57	.60
					5.63	.74
				35	5.29	.60
Combat Service Support	36	5.90	.38	44	5.82	.57
					5.84	.59
				51	5.84	.76

Table 44

Administration of Personnel:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	n*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency n	\bar{X}
1st Sergeant	126	5.00	2.06	2.61	126	5.26
Platoon Sergeant	167	3.04	1.24	1.43	166	5.09
Section Chief	158	2.41	1.01	1.22	154	5.00
Squad Leader	129	2.44	.94	1.14	121	5.17
F		146.96	63.18	83.55		7.84
df		3/568	3/568	3/568		3/555
p <		.001	.001	.001		.001
Type of MOS	n*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency n	\bar{X}
Combat Arms	276	3.52	1.41	1.74	273	5.09
Combat Support	128	2.79	1.14	1.40	122	5.17
Combat Service Support	176	2.87	1.22	1.43	172	5.14
F		14.62	3.39	8.31		2.42
df		2/568	2/568	2/568		2/555
p <		.001	.04	.001		.09

5.53, $p < .004$; and difficulty for new NCOs, $F(2, 577) = 10.42$, $p < .001$.

Table 45 presents the interaction means for frequency of performing Administration of Personnel tasks. Analysis of variance indicated a significant Duty Position X Type of MOS interaction, $F(6, 555) = 2.87$, $p < .01$. For NCOs in Combat Arms and Combat Service Support MOS, Administration of Personnel tasks were performed most frequently by first sergeants. This pattern was reversed for NCOs in Combat Support MOS. There squad leaders were the most frequent Administrators of Personnel.

Supply

Table 46 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of the Supply tasks by position and type of MOS. Significant main effects of duty position on the importance of performing the tasks, the difficulty of the tasks for job incumbents, the difficulty for new NCOs and the frequency of performance were found. Simple effects analysis indicated that first sergeants and squad leaders rated the importance of the tasks significantly lower than did platoon sergeants and section chiefs, $F(3, 576) = 14.24$, $p < .001$. The same pattern was found for the rating of difficulty for incumbents, $F(3, 576) = 7.64$, $p < .001$. However, the rating of the difficulty of the tasks for new NCOs was more complex with first sergeants rating the tasks lowest, platoon sergeants rating the tasks highest and squad leaders and section chiefs falling in between, $F(3, 576) = 8.22$, $p < .001$.

For type of MOS, significant main effects were found on importance,

Table 45

Mean Frequency of Administration of Personnel
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>						<u>Squad Leader</u>		
	<u>First Sergeant</u>		<u>Platoon Sergeant</u>		<u>Section Chief</u>				
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	69	5.29	.29	83	5.09	.41	62	4.86	.56
							59	5.09	.46
Combat Support	21	5.31	.41	39	4.98	.41	38	5.13	.56
							24	5.44	.83
Combat Service Support	36	5.19	.37	44	5.18	.49	54	5.07	.64
							38	5.14	.50

Table 46

Supply Tasks:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{x} Importance	\bar{x} Difficulty	\bar{x} Difficulty for new NCO	Frequency $\frac{n}{x}$
1st Sergeant	3.01	1.42	1.67	98 4.97
Platoon Sergeant	4.18	1.90	2.20	156 5.18
Section Chief	4.08	1.78	2.04	154 5.47
Squad Leader	3.41	1.49	1.80	111 5.10
\underline{F}	16.06	6.11	6.89	9.73
\underline{df}	3/568	3/568	3/568	3/507
$\underline{p} <$.001	.001	.001	.001
Type of MOS	\bar{x} Importance	\bar{x} Difficulty	\bar{x} Difficulty for new NCO	Frequency $\frac{n}{x}$
Combat Arms	4.05	1.81	2.15	254 5.18
Combat Support	3.62	1.52	1.76	115 5.28
Combat Service Support	3.24	1.56	1.77	150 5.20
\underline{F}	14.64	8.45	9.26	.38
\underline{df}	2/568	2/568	2/568	2/507
$\underline{p} <$.001	.002	.001	.69

difficulty for incumbents and difficulty for new NCOs in the Supply tasks. A simple effects analysis on type of MOS indicated that a similar pattern existed for both importance, $F(2, 577) = 12.0, p < .001$; difficulty for incumbents $F(2, 577) = 5.0, p < .002$; and difficulty for new NCOs, $F(2, 577) = 8.03, p < .001$, with Combat Arms NCOs rating all of these significantly higher than NCOs in Combat Support and Combat Service Support.

Analysis of variance also indicated a significant Duty Position X Type of MOS interaction, $F(6, 507) = 2.23, p < .05$. These means are presented in Table 47. For NCOs in Combat Arms and Combat Support MOS, Supply tasks are most frequently performed by section chiefs, a duty which most often falls on platoon sergeants in the Combat Service Support MOS.

Table 48 displays the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of Garrison tasks by position and type of MOS. Significant main effects of duty position on the importance of performing the tasks, the difficulty of the tasks for job incumbents, and the difficulty for new NCOs were found. A simple effects analysis indicated that first sergeants rated the importance of the tasks significantly higher than platoon sergeants who rated it significantly higher than both section chiefs and squad leaders, $F(3, 576) = 62.42, p < .001$. The same pattern existed for the ratings of difficulty for new NCOs, $F(3, 576) = 8.69, p < .001$. For incumbents, however, difficulty ratings displayed a simple linear monotonic trend with first sergeants rating it the highest and squad leaders the lowest, $F(3, 576) = 25.17, p < .001$.

Table 47

Mean Frequency of Supply Tasks
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>						<u>Section Chief</u>			<u>Squad Leader</u>		
	<u>First Sergeant</u>			<u>Platoon Sergeant</u>								
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	57	5.00	.70	76	5.09	.66	63	5.61	1.07	58	5.01	.57
Combat Support	16	5.11	.75	38	5.14	.79	37	5.50	.65	24	5.18	.87
Combat Service Support	25	4.79	.54	42	5.38	.63	54	5.25	.93	29	5.20	.90

Table 48

Garrison Tasks:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{X}$
1st Sergeant	126	5.63	2.47	2.92	126 5.54
Platoon Sergeant	167	5.09	2.21	2.51	167 5.56
Section Chief	158	4.09	1.82	2.00	157 5.67
Squad Leader	129	3.85	1.54	2.02	126 5.63
F		60.68	23.97	20.65	2.53
df		3/568	3/568	3/568	3/564
$p <$.001	.001	.001	.06
Type of MOS	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{X}$
Combat Arms	276	5.03	2.17	2.59	275 5.63
Combat Support	128	4.43	1.80	2.08	127 5.54
Combat Service Support	176	4.25	1.91	2.17	174 5.58
F		17.87	5.64	9.93	1.75
df		2/568	2/568	2/568	2/564
$p <$.001	.001	.001	.18

Significant main effects were also found for type of MOS on importance of the Garrison tasks, difficulty for job incumbents and difficulty of the tasks for new NCOs. Simple effects analysis for type of MOS indicated that similar patterns existed for importance, $F(2, 577) = 19.53, p < .001$; difficulty for incumbents, $F(2, 577) = 7.07, p < .001$; and new NCOs, $F(2, 577) = 12.36, p < .001$ with Combat Arms NCOs rating the tasks significantly higher on all of the dimensions than either Combat Support or Combat Service Support NCOs.

Tactical/Combat Tasks

Table 49 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of Tactical/Combat tasks by position and type of MOS. Significant main effects were found for duty position on importance, difficulty of the tasks for job incumbents and frequency of performance. Simple effects analysis for duty position found that the ratings of importance were significantly higher for platoon sergeants than for first sergeants, section chiefs and squad leaders, $F(3, 576) = 8.69, p < .001$. Conversely platoon sergeants rated difficulty for incumbents significantly lower than first sergeants and section chiefs, $F(3, 576) = 4.16, p < .006$. Section chiefs rated frequency of performance significantly higher than did first sergeants, platoon sergeants and squad leaders, $F(3, 449) = 10.99, p < .001$.

For the type of MOS, significant main effects were found for importance, difficulty for job incumbents, difficulty for new NCOs and frequency of performance. Simple effects analysis for type of MOS groups indicated a similar pattern whereby Combat Service Support NCOs rated the

Table 49

Tactical/Combat Tasks:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{n}^*	\bar{x} Importance	\bar{x} Difficulty	\bar{x} Difficulty for new NCO	Frequency \bar{n} \bar{x}
1st Sergeant	126	3.73	1.96	2.32	92 4.91
Platoon Sergeant	167	4.80	1.73	2.61	122 4.77
Section Chief	158	4.08	1.92	2.26	134 5.32
Squad Leader	129	3.88	1.77	2.17	105 4.81
F		9.06	3.74	2.33	10.36
df		3/568	3/568	3/568	3/441
$p <$.001	.01	.07	.001
Type of MOS	\bar{n}^*	\bar{x} Importance	\bar{x} Difficulty	\bar{x} Difficulty for new NCO	Frequency \bar{n} \bar{x}
Combat Arms	276	4.71	2.21	2.71	225 4.92
Combat Support	128	4.46	2.07	2.41	107 4.77
Combat Service Support	176	3.11	1.58	1.79	121 4.70
F		40.37	14.70	21.44	8.18
df		2/568	2/568	2/568	2/441
$p <$.001	.001	.001	.001

importance, $F(2, 577) = 39.82, p < .001$; difficulty for incumbents, $F(2, 577) = 15.44, p < .001$; difficulty for new NCOs, $F(2, 577) = 22.21, p < .001$; and frequency, $F(2, 450) = 9.17, p < .001$ lower than did NCOs in Combat Support or Combat Arms MOS.

Health and Welfare

Table 50 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of Health and Welfare tasks by position and type of MOS. Significant main effects were found for duty position on importance, difficulty for incumbents, difficulty for new NCOs and frequency. Simple effects analysis for duty position found a linear trend for importance with first sergeants rating it the highest and squad leaders the lowest, $F(3, 576) = 95.55, p < .001$. A similar pattern was found for difficulty for both incumbents, $F(3, 576) = 29.83, p < .001$; and new NCOs, $F(3, 576) = 30.38, p < .001$ with first sergeants rating difficulty higher than both platoon sergeants and section chiefs who rated it higher than squad leaders. For frequency the ratings differed slightly with first sergeants rating it significantly higher than section chiefs and squad leaders, but not platoon sergeants, $F(3, 558) = 3.24, p < .02$.

For the type of MOS, significant main effects were found on importance and difficulty for new NCOs. Simple effects analysis for type of MOS revealed that Combat Arms NCOs rated importance significantly higher than either Combat Support or Combat Service Support NCOs, $F(2, 577) = 7.00, p < .001$. The same pattern held for the ratings of difficulty for a new NCO, $F(2, 577) = 5.22, p < .01$.

Table 50

Health and Welfare Tasks:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
1st Sergeant	126	5.58	2.45	3.04	126 5.16
Platoon Sergeant	167	4.89	2.20	2.59	161 5.03
Section Chief	158	4.02	2.08	2.36	155 4.94
Squad Leader	129	2.99	1.38	1.74	120 4.96
F		94.14	29.58	29.78	2.79
df		3/568	3/568	3/568	3/550
$p <$.001	.001	.001	.04
Type of MOS	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
Combat Arms	276	4.64	2.09	2.60	272 5.09
Combat Support	128	4.19	1.89	2.24	122 4.96
Combat Service Support	176	4.12	2.07	2.33	168 4.95
F		6.00	1.58	4.35	2.90
df		2/568	2/568	2/568	2/550
$p <$.001	.21	.01	.06

Group Management

Table 51 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty, and frequency of Group Management tasks by position and type of MOS. Significant main effects were found for position on importance, difficulty for incumbents and for new NCOs. Simple effects analysis for duty position found a similar pattern for importance, $F(3, 576) = 106.27, p < .001$ and difficulty for new NCOs, $F(3, 576) = 63.33, p < .001$: first sergeants rated importance and difficulty for a new NCO significantly higher than platoon sergeants who rated them significantly higher than both section chiefs and squad leaders. The rating of difficulty for incumbents showed a significant linear monotonic trend with first sergeants rating it the highest and squad leaders the lowest, $F(3, 576) = 52.85, p < .001$.

For the type of MOS significant main effects were also found on importance, difficulty for incumbents and for new NCOs. Simple effects analysis for type of MOS showed a similar pattern for importance, $F(2, 577) = 17.47, p < .001$; difficulty for incumbents, $F(2, 577) = 4.67, p < .001$, and difficulty for new NCOs, $F(2, 577) = 12.23, p < .001$ with Combat Arms NCOs rating these significantly higher than either Combat Support or Combat Service Support NCOs.

Table 52 presents the interaction means for the frequency of Group Management. Analysis of variance indicated a significant Duty Position X Type of MOS interaction, $F(6, 453) = 2.55, p < .02$. For NCOs in Combat Arms and Combat Support MOS, Group Management tasks were most frequently performed by first sergeants. In Combat Service Support MOS these tasks are most frequently performed by section chiefs.

Table 51

Group Management:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n}	\bar{X}
1st Sergeant	126	5.15	2.34	2.90	124	4.53
Platoon Sergeant	167	3.81	1.68	2.00	148	4.43
Section Chief	158	2.86	1.33	1.49	109	4.49
Squad Leader	129	2.50	1.07	1.34	84	4.43
F		105.64	51.56	61.91		.74
df		3/568	3/568	3/568		3/453
$p <$.001	.001	.001		.53
Type of MOS	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n}	\bar{X}
Combat Arms	276	4.05	1.72	2.16	240	4.46
Combat Support	128	3.23	1.46	1.70	94	4.49
Combat Service Support	176	3.23	1.48	1.68	131	4.47
F		16.74	2.97	10.20		.06
df		2/568	2/568	2/568		2/453
$p <$.001	.05	.001		.94

Table 52

Mean Frequency of Group Management
by Position and Type of MOS

<u>Type of MOS</u>	<u>First Sergeant</u>			<u>Duty Position</u>			<u>Section Chief</u>			<u>Squad Leader</u>		
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	69	4.56	.48	79	4.49	.64	48	4.30	.53	44	4.43	.61
Combat Support	20	4.68	.57	32	4.27	.46	26	4.55	.94	16	4.56	.83
Combat Service Support	35	4.37	.35	37	4.43	.56	35	4.69	.90	24	4.36	.76

Training

Table 53 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of Training tasks by position and type of MOS. Significant main effects were found for duty position on importance, difficulty for incumbents, difficulty for new NCOs and frequency. Simple effects analysis for duty position found that both first sergeants and platoon sergeants rated importance significantly higher than section chiefs who rated it significantly higher than squad leaders, $F(3, 576) = 19.37, p < .001$. A similar pattern was found on difficulty for incumbents, $F(3, 576) = 12.25, p < .001$; and difficulty for new NCOs, $F(3, 576) = 12.25, p < .001$ with both first sergeants and platoon sergeants rating it significantly higher than section chiefs and squad leaders. The ratings of frequency, $F(3, 573) = 4.69, p < .003$, also differed significantly with first sergeants rating it higher than platoon sergeants, section chiefs and squad leaders.

For the type of MOS, significant main effects were found for importance, difficulty for incumbents, difficulty for new NCOs and frequency. Simple effects analysis for type of MOS found a similar pattern for importance, $F(2, 577) = 31.84, p < .001$, and frequency, $F(2, 574) = 11.85, p < .001$ with Combat Arms NCOs rating them higher than Combat Support NCOs who rated them higher than Combat Service Support NCOs. A similar pattern was also found on the difficulty ratings for both incumbents, $F(2, 577) = 5.84, p < .003$, and new NCOs, $F(2, 577) = 13.4, p < .001$ with Combat Arms NCOs rating them significantly higher than either Combat Support or Combat Service Support NCOs.

Table 53

Training:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
1st Sergeant	126	4.57	2.25	2.69	126 5.06
Platoon Sergeant	167	4.74	2.24	2.60	167 5.23
Section Chief	158	3.92	1.85	2.06	158 5.22
Squad Leader	129	3.52	1.63	2.05	126 5.26
F		18.72	11.46	10.96	5.55
df		3/568	3/568	3/568	3/565
$p <$.001	.001	.001	.001
Type of MOS	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
Combat Arms	276	4.68	2.15	2.60	275 5.29
Combat Support	128	4.17	1.93	2.24	127 5.19
Combat Service Support	176	3.50	1.82	2.03	175 5.07
F		30.78	4.79	11.49	13.12
df		2/568	2/568	2/568	2/565
$p <$.001	.01	.001	.001

Maintenance

Table 54 presents the results of an analysis of variance of the mean ratings of importance, difficulty, and frequency for the Maintenance tasks by position and type of MOS. Significant main effects were found for duty position on the importance, the difficulty for incumbents and new NCOs and for frequency of performing the tasks in this job dimension. Simple effects analysis indicated that platoon sergeants rated these tasks as more important, $F(3, 576) = 11.97, p < .001$, than did any other position. Platoon sergeants also rated the tasks as more difficult for job incumbents, $F(3, 576) = 5.62, p < .001$, and for new NCOs, $F(3, 576) = 7.49, p < .001$, than did section chiefs and squad leaders. On the ratings of frequency, first sergeants rated the tasks lower than did any other position, $F(3, 543) = 20.69, p < .001$.

Significant main effects were found for MOS on importance of the tasks, difficulty for incumbents, difficulty for new NCOs and frequency of performance. Simple effects analysis indicated that Combat Service Support personnel rated Maintenance tasks as less important, $F(2, 577) = 28.24, p < .001$ and less difficult for new NCOs, $F(2, 577) = 10.07, p < .001$, than did Combat Arms and Combat Support NCOs. Combat Service Support personnel also rated the tasks as less difficult for incumbents, $F(2, 577) = 5.39, p < .005$; and lower in frequency, $F(2, 544) = 3.32, p < .05$, than did Combat Arms personnel.

Table 55 presents the interaction means for the frequency of Maintenance tasks. Analysis of variance indicated a significant Duty Position X Type of MOS interaction, $F(6, 535) = 2.47, p < .05$. In

Table 54

Maintenance:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{\bar{X}}$
1st Sergeant	126	4.11	1.99	2.31	117 5.03
Platoon Sergeant	167	5.09	2.21	2.55	157 5.58
Section Chief	158	4.43	1.89	2.10	150 5.46
Squad Leader	129	3.99	1.69	2.07	123 5.40
F		12.35	5.25	4.18	21.73
df		3/568	3/568	3/568	3/535
$p <$.001	.001	.01	.001
Type of MOS	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{\bar{X}}$
Combat Arms	276	4.03	2.09	2.06	271 5.45
Combat Support	128	4.26	2.01	2.26	124 5.40
Combat Service Support	176	3.65	1.74	1.93	152 5.28
F		28.76	4.86	9.12	4.41
df		2/568	2/568	2/568	2/535
$p <$.001	.01	.001	.01

Mean Frequency of Maintenance by Position and Type of MOS

Type of MOS	First Sergeant			Platoon Sergeant			Section Chief			Squad Leader		
	\bar{x}	\bar{SD}	n	\bar{x}	\bar{SD}	n	\bar{x}	\bar{SD}	n	\bar{x}	\bar{SD}	n
Combat Arms	66	5.03	.47	81	5.59	.51	63	5.59	.49	61	5.58	.42
Combat Support	20	5.21	.61	38	5.50	.58	38	5.52	.70	28	5.24	.64
Combat Service Support	31	4.91	.51	38	5.67	.70	49	5.27	.81	34	5.23	.77

general, first sergeants were not frequently involved in Maintenance tasks. However, that fact is most striking in Combat Arms MOS and much less in Combat Support and Combat Service Support MOS.

Security

Table 56 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of the Security tasks by position and type of MOS. Significant main effects of duty position on importance, difficulty for experienced NCOs and on difficulty for new NCOs were found. Simple effects analysis indicated that first sergeants rated the tasks as more important than did platoon sergeants who rated them as more important than did section chiefs and squad leaders, $F(3, 576) = 31.044, p < .001$. The same linear monotonic trend occurred for difficulty for incumbents, $F(3, 576) = 31.04, p < .001$ and difficulty for new NCOs, $F(3, 576) = 21.23, p < .001$.

For type of MOS, significant main effects were found on importance of the Security tasks, difficulty for incumbents and difficulty for new NCOs (see Table 56). Simple effects analysis indicated that Combat Service Support personnel rated the tasks as less important than did Combat Arms and Combat Support NCOs, $F(2, 577) = 22.24, p < .001$. In addition, Combat Arms personnel rated the tasks as more difficult for incumbents, $F(2, 577) = 8.33, p < .001$ and for new NCOs, $F(2, 577) = 12.60, p < .001$ than did Combat Support or Combat Service Support personnel.

Analysis of variance also indicated a significant Duty Position X Type of MOS interaction on the frequency of performing Security tasks.

Table 56

Security:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{x}$
1st Sergeant	126	4.11	1.72	2.02	124 5.31
Platoon Sergeant	167	3.67	1.47	1.68	164 5.33
Section Chief	158	2.69	1.09	1.21	146 5.44
Squad Leader	129	2.81	1.10	1.34	119 5.27
F		29.84	18.45	19.66	1.60
df		3/568	3/568	3/568	3/541
$p <$.001	.001	.001	.19
Type of MOS	n^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency $\frac{n}{x}$
Combat Arms	276	3.67	1.48	1.74	268 5.30
Combat Support	128	3.37	1.30	1.50	121 5.29
Combat Service Support	176	2.70	1.16	1.28	164 5.43
F		20.53	6.49	10.40	2.25
df		2/568	2/568	2/568	2/541
$p <$.001	.001	.001	.11

Table 57 presents these means. Security tasks are performed less frequently by squad leaders in Combat Support MOSs. For squad leaders in Combat Arms and Combat Service Support MOSs, security tasks are performed as often or more often than by NCOs in other duty positions.

ARTEP

Table 58 presents the results of an analysis of variance of the grand mean ratings of importance, difficulty and frequency of the ARTEP tasks by position and type of MOS. Significant main effects of duty position were found for importance, difficulty for incumbents and new NCOs, and frequency of performance. Simple effects analysis indicated that platoon sergeants rated the tasks as more important than did first sergeants who rated them as more important than section chiefs and squad leaders, $F(3, 576) = 14.81, p < .001$. Platoon sergeants and first sergeants rated the tasks as more difficult for incumbents than did section chiefs or squad leaders, $F(3, 576) = 7.47, p < .001$; and first sergeants and platoon sergeants rated the tasks as more difficult for new NCOs than did section chiefs, $F(3, 576) = 6.82, p < .001$. First sergeants also rated the frequency of performance higher than did any of the other positions, $F(3, 449) = 7.68, p < .001$.

For type of MOS, significant main effects were found on importance, difficulty for incumbents, difficulty for new NCOs and frequency of performance of the ARTEP tasks. Simple effects analysis indicated that Combat Arms personnel rated the tasks as more important than Combat Support personnel, who rated them higher in importance than did Combat Service Support personnel. This linear monotonic trend occurred in

Table 57

Mean Frequency of Security
by Position and Type of MOS

<u>Type of MOS</u>	<u>Duty Position</u>					
	<u>First Sergeant</u>			<u>Platoon Sergeant</u>		
	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>	<u>n</u>	<u>\bar{X}</u>	<u>SD</u>
Combat Arms	69	5.33	.54	81	5.31	.54
					<u>\bar{X}</u>	<u>SD</u>
				59	5.32	.56
					<u>n</u>	<u>SD</u>
				59	5.23	.65
Combat Support	19	5.41	.49	39	5.20	.52
					<u>\bar{X}</u>	<u>SD</u>
				37	5.60	.84
					<u>n</u>	<u>SD</u>
				26	4.91	.60
Combat Service Support	36	5.22	.50	44	5.46	.73
					<u>\bar{X}</u>	<u>SD</u>
				50	5.44	.88
					<u>n</u>	<u>SD</u>
				34	5.59	.78

Table 58

ARTEP Tasks:
Mean Ratings of Importance, Difficulty and Frequency
by Position and Type of MOS

Duty Position	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
1st Sergeant	126	2.99	1.45	1.73	87 4.50
Platoon Sergeant	167	3.43	1.50	1.74	134 4.88
Section Chief	158	2.24	1.10	1.26	129 5.01
Squad Leader	129	2.54	1.14	1.48	103 4.90
F		13.74	6.14	5.19	7.76
df		3/568	3/568	3/568	3/441
$p <$.001	.001	.001	.001
Type of MOS	\bar{n}^*	\bar{X} Importance	\bar{X} Difficulty	\bar{X} Difficulty for new NCO	Frequency \bar{n} \bar{X}
Combat Arms	276	3.56	1.56	1.91	245 4.74
Combat Support	128	2.75	1.25	1.48	110 4.85
Combat Service Support	176	1.68	.92	1.04	98 5.12
F		75.06	25.05	33.75	8.12
df		2/568	2/568	2/568	2/441
$p <$.001	.001	.001	.001

difficulty for incumbents, $F(2, 577) = 27.36, p < .001$, and on difficulty for new NCOs, $F(2, 577) = 36.66, p < .001$. On ratings of frequency of performance, Combat Service Support personnel performed the tasks more frequently than did Combat Arms and Combat Support personnel, $F(2, 450) = 8.04, p < .001$.

Summary

The results of the comparative analysis of job dimensions identified those areas of greater importance, frequency of performance and difficulty for each duty position.

First Sergeants. The following job dimensions were of greater importance for first sergeants than they were for other NCOs:

- General Unit Administration
- Administration of Personnel
- Garrison
- Health and Welfare
- Group Management
- Training
- Security

First Sergeants rated four of the important tasks as more frequently performed than did other NCOs. These were:

- General Unit Administration
- Administration of Personnel
- Health and Welfare
- Training

Also, ARTEP although not more important to first sergeants was more frequently performed by them than by other NCOs.

Nine of the eleven job dimensions were rated as more difficult for incumbent first sergeants than for other NCOs and eight task dimensions were rated as more difficult for new NCOs. Areas of difficulty for both included:

- General Unit Administration
- Administration of Personnel
- Garrison
- Health and Welfare
- Group Management
- Security
- Training
- ARTEP

Tactical/Combat tasks were rated as more difficult for incumbent first sergeants but not for new first sergeants as compared to other NCOs.

Platoon Sergeants. There were five job dimensions rated as significantly more important to platoon sergeants. These were:

- Supply
- Tactical/Combat
- Training
- Maintenance
- ARTEP

Platoon Sergeants rated none of these areas as significantly more frequently performed than other NCOs. The one area that was more frequently performed was Health and Welfare.

Four of the five more important areas were considered to present greater difficulty for both incumbent and new platoon sergeants. These were:

- Supply
- Training
- Maintenance
- ARTEP

Section Chiefs. The only area which was rated as significantly more important to section chiefs as compared to other NCOs was Supply. This area was also considered to be more difficult for incumbent Section Chiefs as compared to other NCOs. With regards to frequency of performance, only Tactical/Combat was more frequently performed by section chiefs as compare to other NCOs.

Squad Leaders. There were no job dimensions which were comparatively more important, difficult, or frequently performed by squad leaders.

The results of this comparative ANOVA also identified those job dimensions of greater importance, difficulty and frequency of performance in Combat Arms, Combat Support and Combat Service Support MOS.

Combat Arms. Ten of the eleven job dimensions were rated as more important for Combat Arms NCOs. These included all but the area of General Unit Administration. Thus, the following dimensions were all

rated as more important:

- Administration of Personnel
- Supply
- Garrison
- Tactical/Combat
- Health and Welfare
- ARTEP
- Security
- Group Management
- Maintenance
- Training

Of these ten dimensions, two were more frequently performed by Combat Arms NCOs than by those in Combat Support or Combat Service Support MOS. These were:

- Maintenance
- Training

Job dimensions of greater difficulty for both incumbent and new NCOs in Combat Arms were:

- Administration of Personnel
- Supply
- Garrison
- Tactical/Combat
- ARTEP
- Security
- Group Management

- Training
- Maintenance

In addition, Health and Welfare was considered to be of greater difficulty for new NCOs in Combat Arms MOS.

Combat Support. Three tasks were rated as more important for Combat Support NCOs as compared to other NCOs. These included:

- Tactical/Combat
- Maintenance
- Security

No job dimensions were found to be more frequently performed by Combat Support NCOs as compared to others. Tactical/Combat tasks were considered to be more difficult for both new and experienced NCOs in Combat Support MOS and Maintenance tasks were rated as more difficult for new Combat Support NCOs.

Combat Service Support. No job dimensions were rated as more important for Combat Service Support NCOs as compared to NCOs within the other MOS. However, two dimensions were performed more frequently by these NCOs. They were General Unit Administration and ARTEP. General Unit Administration was also found to present greater difficulty for incumbent NCOs in Combat Service Support MOS than for NCOs.

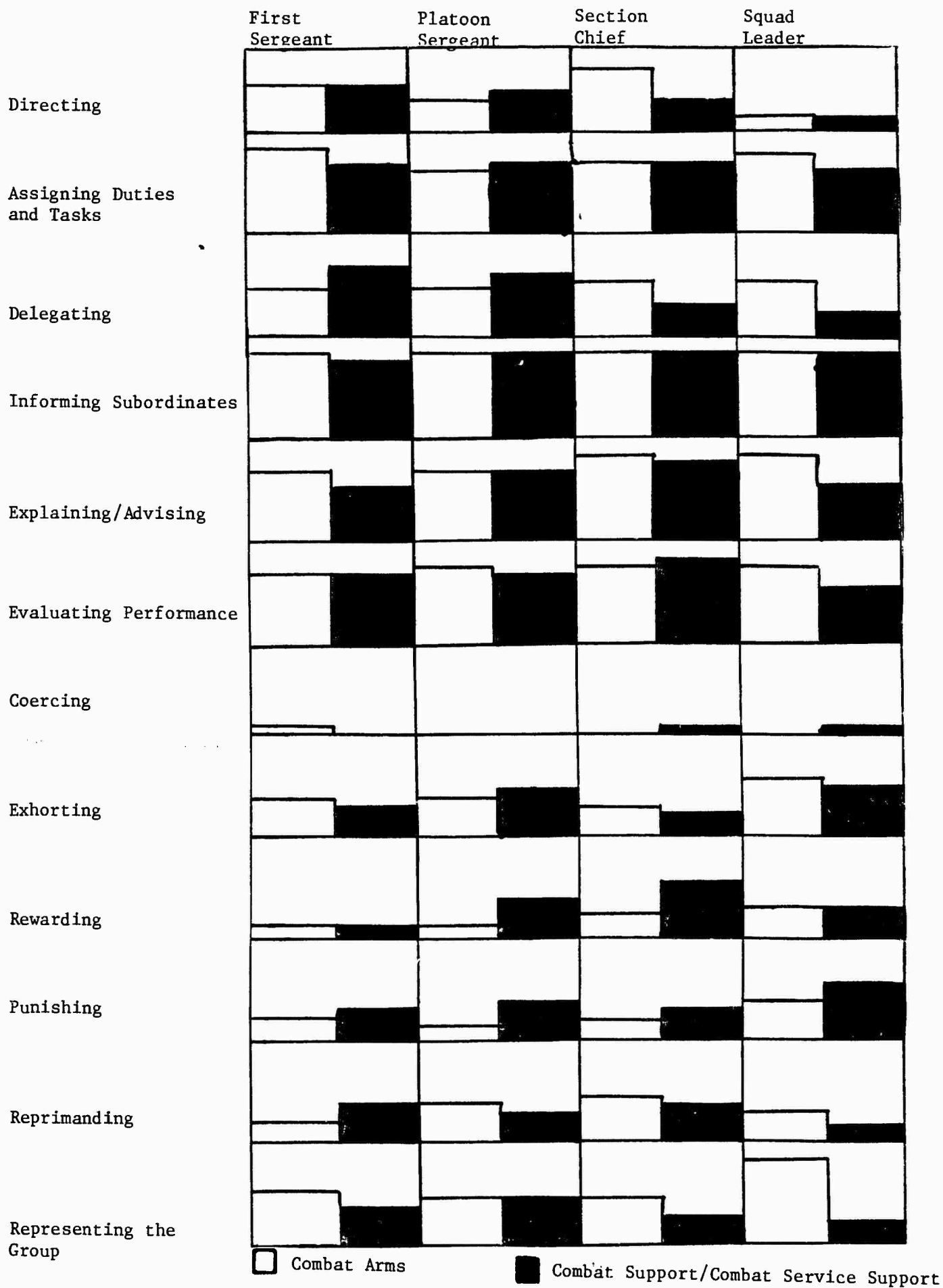
Leader Competency/Skills Interviews

The percent of interviewees reporting the selected leader skills are graphically presented in Figures 5 through 11. The actual percentages are contained in tables in Appendix D. Each figure represents one functional leadership category and contains the skills/competencies included in that category. The percentages are given by duty position (first sergeant, platoon sergeant, section chief and squad leader) for both Combat Arms and Combat Support/Combat Service Support types of MOS. When a skill was reported by an NCO during the discussion of specific incidents related to his/her leadership duties, that skill was scored as "present" in that interview. If a skill was not reported during an interview, it was scored as "absent" in the interview.

In order to determine whether there were differences in skill utilization as a result of either duty position or type of MOS the data were analyzed using analysis of variance substituting proportions for mean scores (see Kuehler, 1980). Thus the presence of a skill in the interview was scored as a "1" while absence of the skill was scored as "0". The sum of these "0's" and "1's" for each skill within a duty position or MOS type was the basis for a 4 (Duty Position) X 2 (MOS Type) analysis of variance. Simple effects analysis examined the main effects means using the Scheffe test with the alpha set at $p < .05$.

Supervising. Figure 5 presents the relative utilization of the skills included in the functional category of Supervising. Of these eleven skills, four were reported by more of the interviewees (over 60%) than were the other skills in this category. These four skills included

Figure 5: Reporting of Supervising Skills by Level



(1) Assigning Duties and Tasks, (2) Explaining and Advising, (3) Evaluating Performance, and (4) Informing Subordinates. The percent of NCOs reporting Assigning Duties and Tasks ranged from 72.70% (Combat Support/Combat Service Support squad leaders) to 100% (Combat Arms first sergeants). The percent of NCOs reporting Explaining/Advising ranged from 63.64% (Combat Support/Combat Service Support first sergeants and squad leaders) to 100% (Combat Arms section chiefs and squad leaders). Evaluating Performance was reported by 63.64% (Combat Support/Combat Service Support squad leaders) to 100% (Combat Support/Combat Service Support section chiefs) of the NCOs. Informing Subordinates was reported by 90.91% (Combat Support/Combat Service Support first sergeants) to 100% (all other interviewees) of the NCOs. The skill reported by the fewest number of NCOs was Coercing, which was reported by less than 10 percent of the respondents during the interviews.

Analysis of variance on the individual skills in this leadership function indicated a significant main effect of duty position on the presence/absence of the skill of Directing, $F(3, 80) = 3.64, p < .05$. Simple effects analysis indicated that fewer squad leaders reported Directing Behavior than did first sergeants or section chiefs.

Analysis of variance also indicated significant main effects for type of MOS on the presence/absence of Explaining/Advising, $F(1, 80) = 4.08, p < .05$ and Representing the Group, $F(1, 80) = 5.76, p < .05$. As indicated in Figure 5 a greater number of Combat Arms NCOs reported the skill of Explaining/Advising than did NCOs in Combat Support/Combat Service Support. In addition, more Combat Arms NCOs reported the skill

Representing the Group than did Combat Support/Combat Service Support NCOs.

Organizing and Controlling Resources. Of the ten skills included in this functional leadership category over 50 percent of the NCOs interviewed reported using the skills of Inspecting, Monitoring, Implementing Procedures and Informing Superiors (see Figure 6). The percent of NCOs reporting Inspecting Behavior ranged from 63.64% (Combat Support/Combat Service Support squad leaders and section chiefs) to 90.91% (Combat Arms first sergeants). Monitoring was reported by 63.64% of the Combat Support/Combat Service Support section chiefs and squad leaders up to 90.91% of all other leader positions except Combat Arms platoon sergeants. The range for the skill of Implementing Procedures was from 54.55% (Combat Arms and Combat Support/Combat Service Support squad leaders) reporting to 90.91% (Combat Arms first sergeants) reporting. The percentage of NCOs reporting the skill Informing Superiors ranged from a low of 54.55% (Combat Support/Combat Service Support squad leaders) to a high of 81.82% (Combat Arms squad leaders and Combat Support/Combat Service Support first sergeants). No differences due to duty position or type of MOS were found on the analysis of variance results.

Planning. Figure 7 presents the percent of NCOs reporting the five skills contained in the Planning category. Acquiring Information was a skill reported by over 80% of the NCOs interviewed with the range from 81.82% (Combat Support/Combat Service Support squad leaders) to 100% (Combat Arms squad leaders and Combat Support/Combat Service Support platoon sergeants) reporting.

Figure 6 : Reporting of Organizing and Controlling Resources Skills by Level

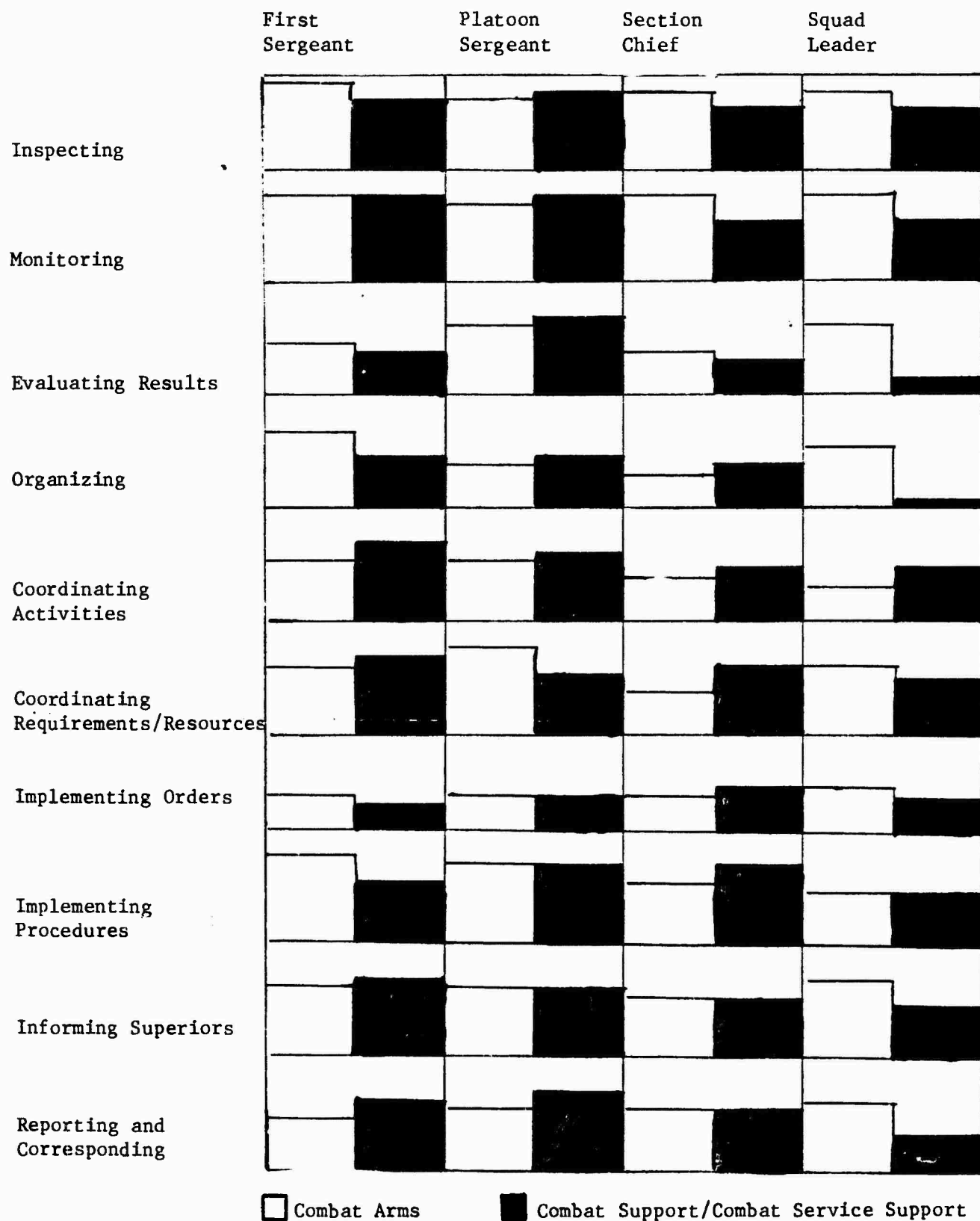
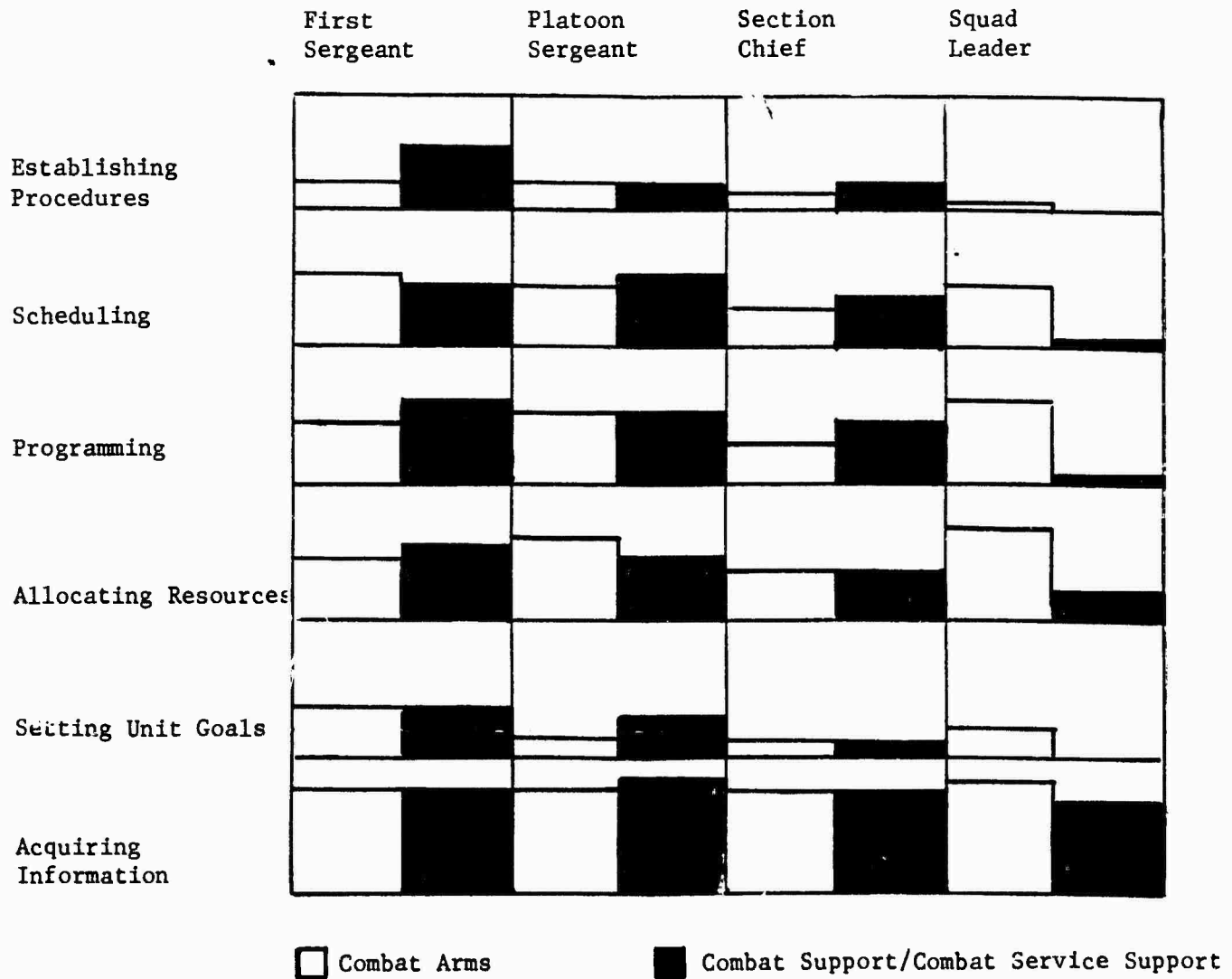


Figure 7 : Reporting of Planning Skills by Level



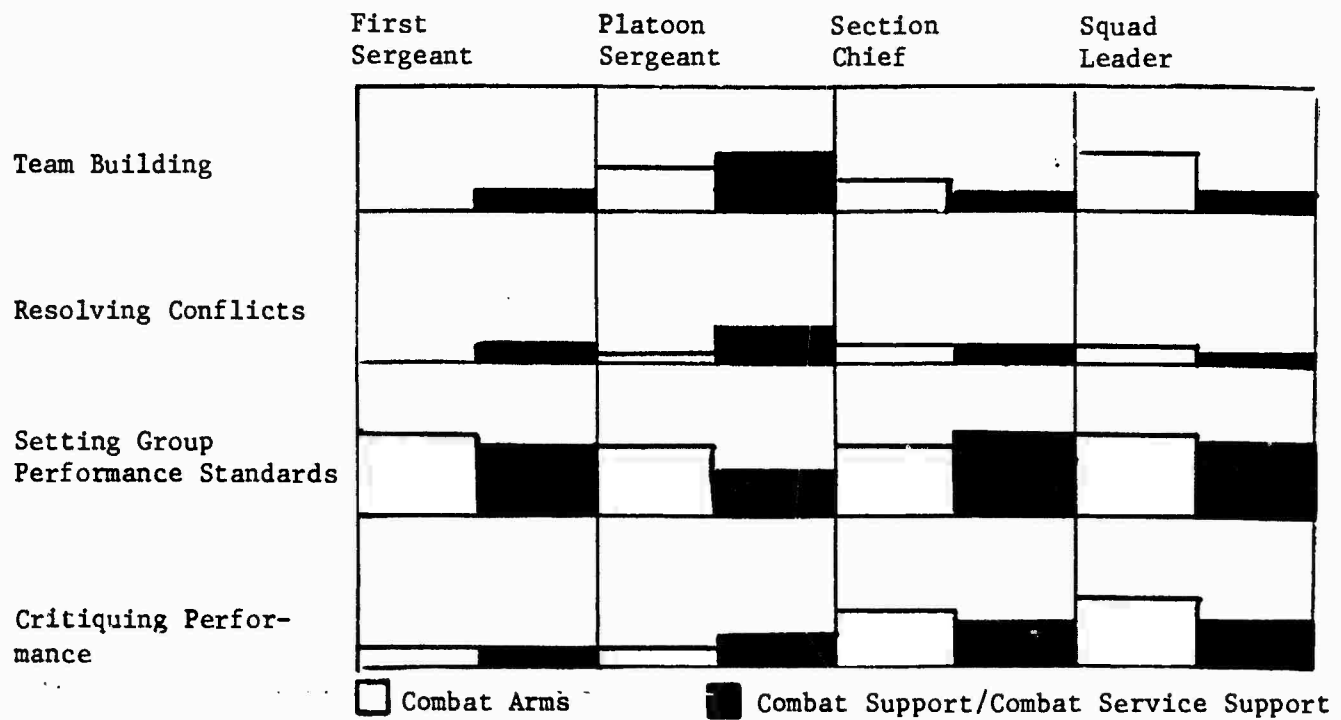
Analysis of variance of the presence/absence of each Planning skill indicated a significant main effect of duty position on the skill of Establishing Procedures, $F(3, 80) = 2.84$, $p < .05$. Simple effects analysis indicated that fewer squad leaders reported this skill than did first sergeants. Analysis of variance also indicated a significant Duty Position X Type of MOS interaction for the Programming skill, $F(3, 80) = 3.61$, $p < .05$. Examination of the interaction proportions indicated that generally a greater or equal number of Combat Support/Combat Service Support NCOs reported use of Programming skills than did Combat Arms senior NCOs. However, for squad leaders this trend is reversed with a greater number of Combat Arms squad leaders reporting Programming skills than did Combat Support/Combat Service Support squad leaders.

Group Development. This functional leadership category included four skills, most of which were reported by fewer than 50 percent of the interviewees (see Figure 8). Only Setting Group Performance Standards was reported by over 50 per cent of the respondents in more than one duty position. The range of percentages for this skill was from 36.36% reporting (Combat Support/Combat Service Support platoon sergeants) to 63.64% reporting.

Analysis of variance for the skills in this leadership category indicated a significant main effect of duty position on the presence/absence of the skill of Critiquing Performance, $F(3, 80) = 3.37$, $p < .05$. This skill was more frequently reported by section chiefs and squad leaders than by first sergeants or platoon sergeants.

Individual Development. There was greater variation in the number of NCOs reporting the skills in this functional category than in any

Figure 8: Reporting of Group Development Skills by Level



other category (see Figure 9). Only the skill of Instructing was reported by over 50 percent of the interviewees in each duty position with the range from 54.55% reporting to 81.82% reporting use of this skill.

Analysis of variance for the Individual Development skills indicated significant main effects for duty position on the presence/absence of the skill of Giving Feedback, $F(3, 80) = 3.17, p < .05$ and the skill of Performance Counseling, $F(3, 80) = 4.76, p < .01$. Simple effects analysis indicated that fewer first sergeants reported Giving Feedback and Performance Counseling than did squad leaders.

In addition, analysis of variance indicated significant main effects for type of MOS on the presence/absence of the skills of Coaching, $F(1, 80) = 6.05, p < .05$ and Performance Counseling, $F(1, 80) = 5.50, p < .05$. Examination of the percentages contained in Figure 9 indicates that a greater number of Combat Arms NCOs reported using Coaching skills than did Combat Support/Combat Service Support NCOs, and that fewer Combat Arms NCOs reported Performance Counseling than did Combat Support/Combat Service Support NCOs.

Interpersonal Relations. Figure 10 contains the percentages for the four skills contained in this functional leadership category. Of these skills, Establishing Rapport with Personnel was reported by over 50 percent of the interviewees in every duty position except Combat Arms first sergeants. Excluding this group the percentage reporting this skill ranged from 54.55% (Combat Support/Combat Service Support first sergeants) to 90.91% (Combat Support/Combat Service Support section chiefs).

Figure 9: Reporting of Individual Development Skills
by Level

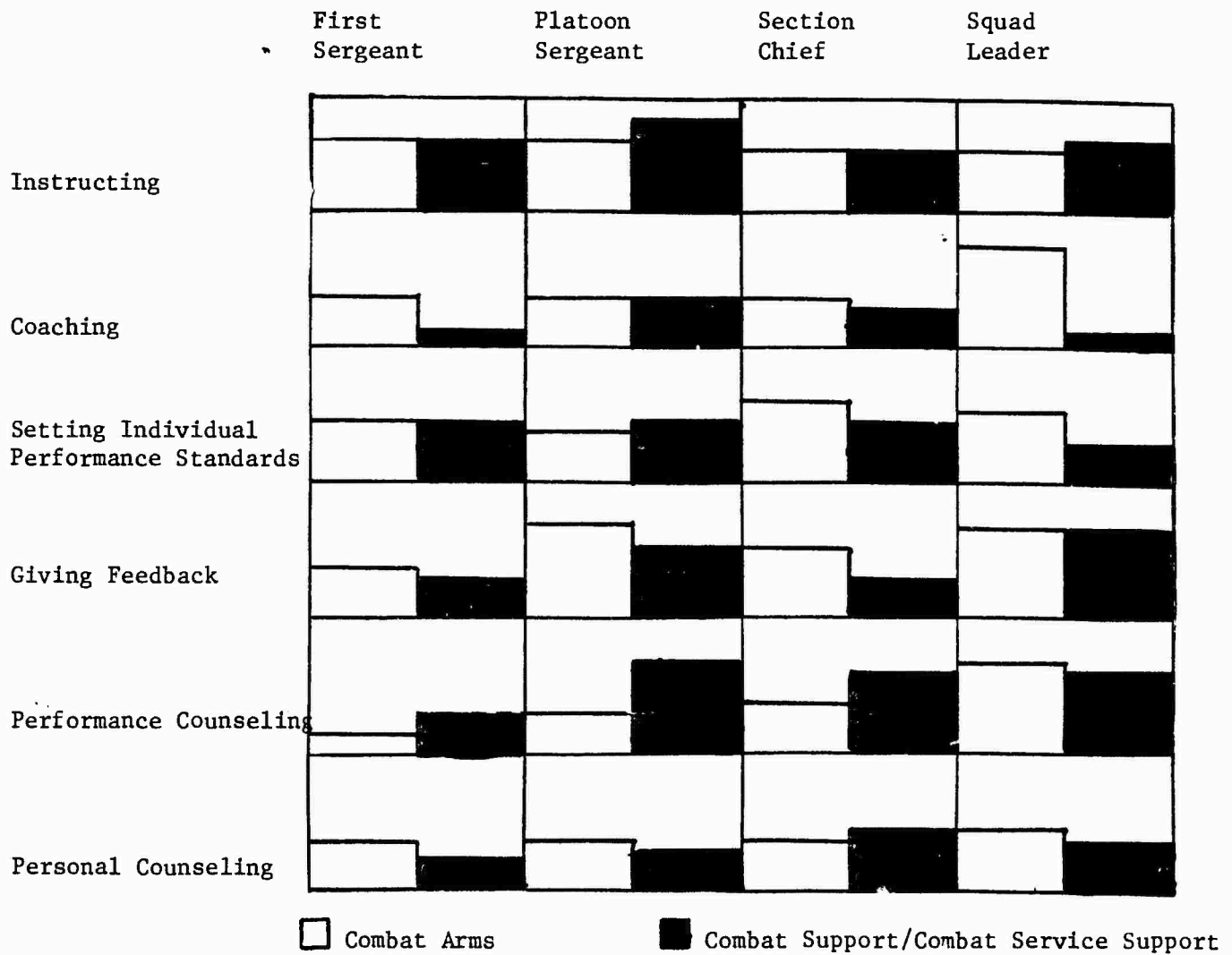
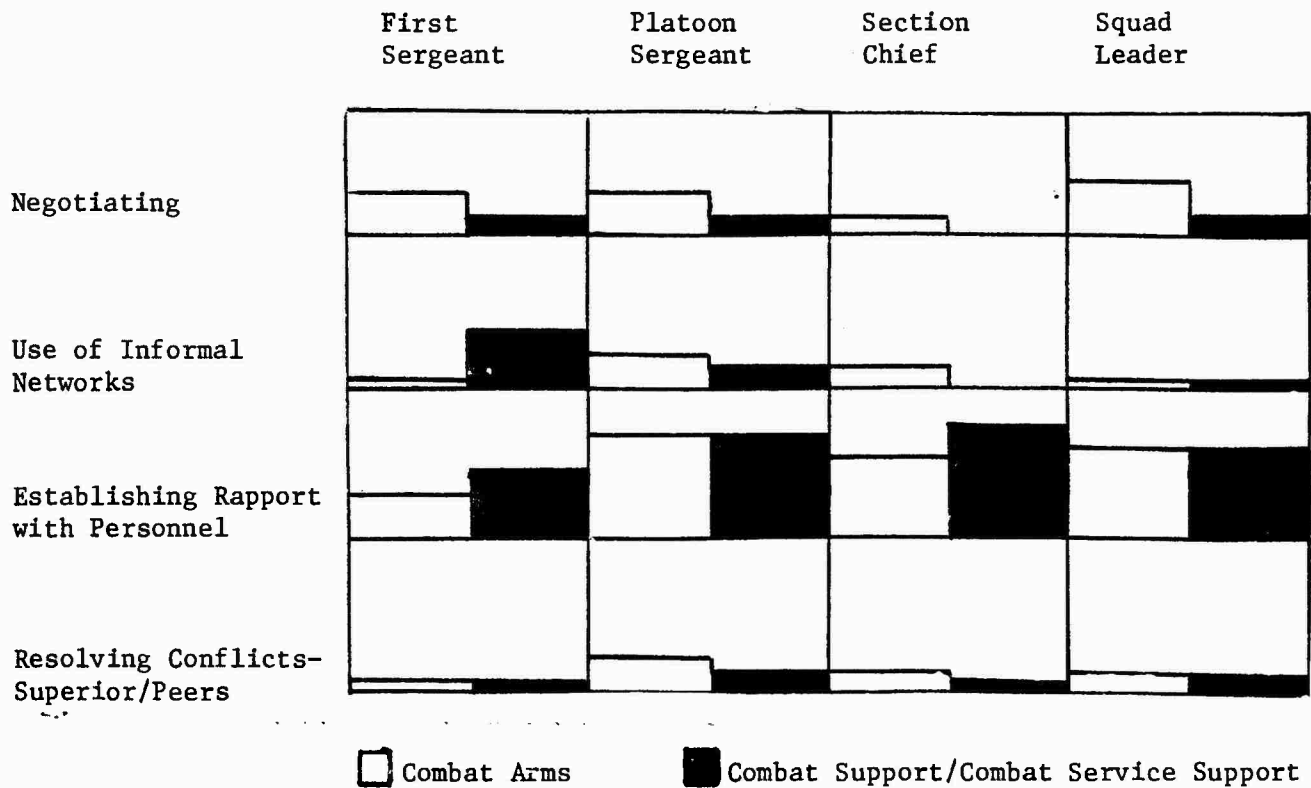


Figure 10: Reporting of Interpersonal Relations Skills
by Level



Analysis of variance for the skills in the category indicated a significant main effect for type of MOS on the presence/absence of the skill of Negotiating, $F(1, 80) = 4.77$, $p < .05$. Examination of the percentages in Figure 10 indicates that a greater number of Combat Arms NCOs reported using Negotiating skills than did Combat Support/Combat Service Support NCOs.

Personal Ethics/Attitudes. Figure 11 contains the percentage of interviewees reporting six personal ethics/attitudes related to their leadership responsibilities. Of these six, Concern for Welfare of Personnel was reported by over 45 percent of the NCOs interviewed. The percentages ranged from 45.45% (Combat Arms squad leaders) to 90.91% (Combat Support/Combat Service Support squad leaders).

Analysis of variance indicated a marginally significant main effect for type of MOS on the presence/absence of Professionalism, $F(1, 80) = 3.68$, $p < .06$. The percentages contained in Figure 11 indicate that fewer Combat Support/Combat Service Support NCOs reported Professionalism than did Combat Arms NCOs.

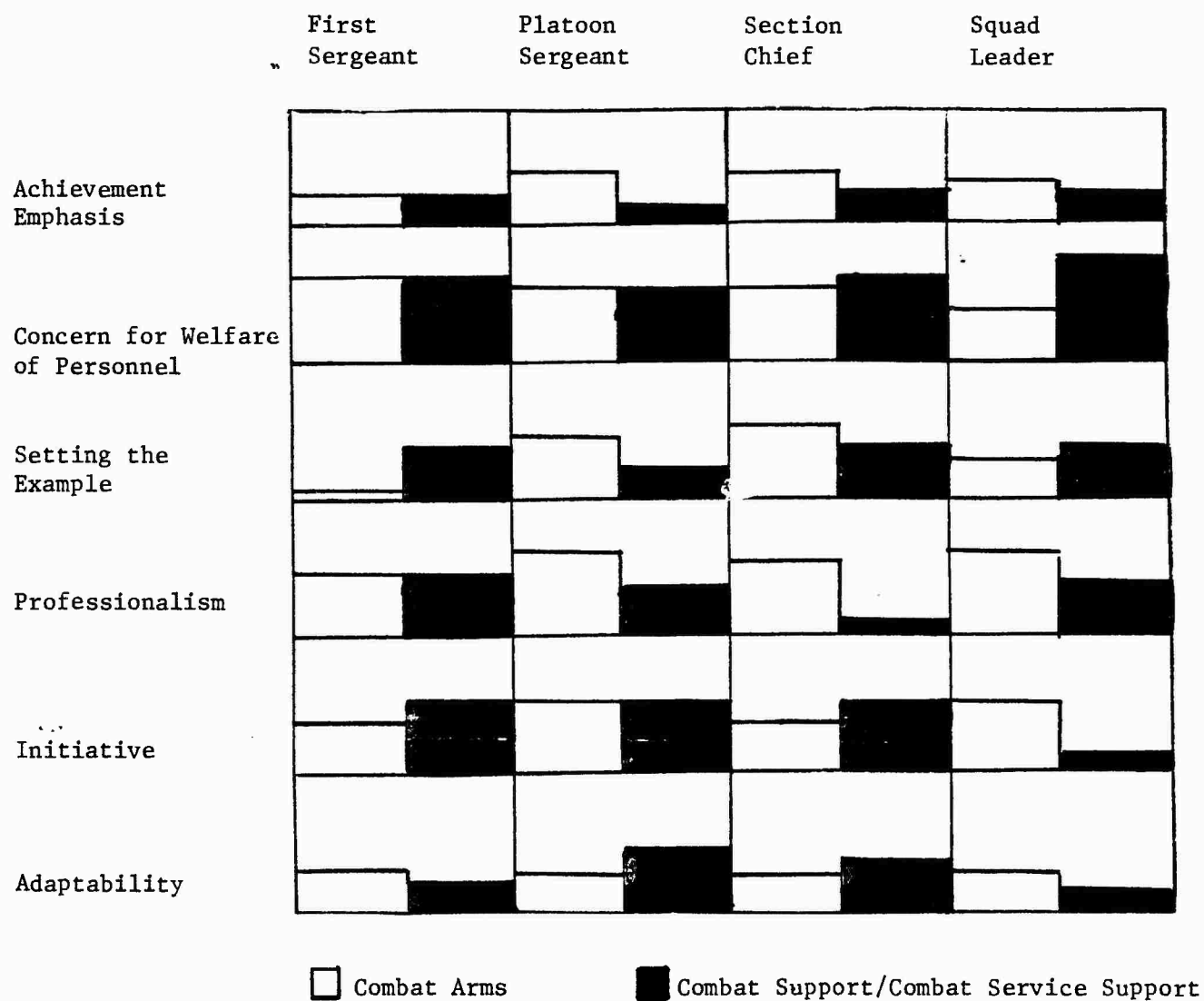
Summary. Over all duty positions, the leadership functions reported by the greatest number of NCOs were Supervising, Organizing and Controlling Resources, Individual Development, and Planning. Group Development, Interpersonal Relations, and Personal Ethics/Attitudes were reported by fewer NCOs.

The skills reported by a greater number of interviewees across duty position and types of MOS included:

Supervising Skills

Assigning Duties and Tasks

Figure 11: Reporting of Personal Ethics/Attitudes by Level



Informing Superiors

Implementing Procedures

Planning

Acquiring Information

Group Development

Setting Group Performance Standards

Individual Development

Instructing

Several skills were reported by only a small percentage of NCOs across duty positions and MOS types. These included Coercing, Establishing Procedures, Resolving Conflicts - Superiors/peers. The remainder of the skills in the competency categories were in a mid-range on percentage of NCOs reporting that skill.

The results of the analysis of variance indicated that certain skills/competencies were more often utilized by NCOs in certain duty positions and/or type of MOS.

First Sergeants. Skills which were found to be of particular relevance to first sergeants were: Directing, and Establishing Procedures.

Platoon Sergeants. There were no leadership skills found to be more frequently reported by platoon sergeants than other NCOs.

Section Chiefs. Skills which were more frequently utilized by section chiefs in comparison to other NCOs included Critiquing Performance (shared with squad leaders) and Directing (shared with first sergeants).

Squad Leaders. A number of skills were reported more frequently by squad leaders than by other NCOs. These included Giving Feedback, Performance Counseling and critiquing performance (shared with section chiefs).

Combat Arms. Leadership skills more frequently reported by NCOs in the Combat Arms included (1) Explaining/Advising, (2) Representing the Group, (3) Negotiating, (4) Coaching, and (5) Professionalism.

Combat Support/Combat Service Support. The only skill more frequently reported by Combat Support/Combat Service Support NCOs was Performance Counseling.

Conclusions

The present study sought to determine the specific leader tasks performed by NCOs in four duty positions and to sort these tasks into functional job dimensions. The differences in the frequency, importance and difficulty of performing the tasks within each job dimension were identified. Finally, the competencies and skills required to perform a full range of NCO leadership functions were identified and the commonalities and differences among positions and types of MOS in the utilization of these skills were examined.

Based on the results of the task analysis carried out in Phase I of the study, lists of from 200 - 261 tasks were identified for each of the NCO duty positions. In developing the task lists for platoon sergeants, section chiefs and squad leaders from the first sergeants' list, variations among duty positions were found which indicated differences in the nature of their responsibility for a task (e.g., coordination verses

carrying out a task); the level at which they perform a task (e.g., unit verses squad), and in whether or not they perform a task.

Additional differences in task performance were found among positions when the survey data was analyzed. Of the 130 tasks ranked in the upper quartile for the four positions, only eleven were common to all, although many more were common to two or three positions. Thus there were variations between positions in the tasks which were ranked as most important for that duty position; in the frequency with which the important tasks were performed; and in the ratings of difficulty of a task by personnel in each duty position. Patterns emerged which indicated that 1) tasks rated as "highly important" were also considered more difficult both for incumbents and new NCOs; 2) tasks performed infrequently were considered more difficult; and 3) importance was not necessarily related to frequency.

The results of the comparative analysis of job dimensions indicated that there were significant differences between positions and types of MOS on the importance, frequency of performance and difficulty of the dimensions. The more important dimensions for a position were representative of the major functions of that position, and indicated whether a position or type of MOS was more managerial, administrative or technical in nature. Fewer differences were found in the skill/competency requirements for the leadership functions. However, the differences that were found were related to the nature of the position, with specific skills indicating administrative and managerial functions.

The results of this research can be utilized in developing a job profile for each of the duty positions indicating the important tasks, major functions and required skills for NCOs in that position. This would provide a basis for making decisions about leadership training within the NCO corps. With an understanding of the changes in task and skill requirements as one progresses through the NCO corps a skill development approach could be used in NCO training. Knowledge of the most important tasks, the frequently performed tasks and the difficult tasks at each level would indicate the skill requirements which would facilitate the establishment of training priorities. Decisions could be made as to which skills are critical for leader performance at each level, which of these can best be taught on-the-job or in NCOES, based on frequency or infrequency of performance; and which skills are required for tasks viewed as more difficult and thus require more intensive training.

Evaluation criteria for leader performance could also be established based on the skill requirements of the most important tasks and functions of each duty position.

Finally, with the information on task and skill requirements at each level a manual of common leader tasks, similar to the common technical tasks manual could be developed. The basic tasks could be defined in behavioral terms and objectives established. Training materials could then be developed to fulfill those objectives. This would provide further standardization of the leadership training provided NCOs both in NCOES and on the job.

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APPENDIX A

NCO NON-MOS SPECIFIC LEADER TASKS

CONSOLIDATED LIST

NCO LEADER SKILLS

CONSOLIDATED TASK LISTS

ADMINISTRATION (First Sergeant)	ADMINISTRATION (Platoon Sergeant)	ADMINISTRATION (Section Chief)	ADMINISTRATION (Squad Leader)
1. Check to insure suspenses are met	1. Check to insure suspenses are met within the platoon	1. Check to insure suspenses are met within the section	1. Insure suspenses are met within squad
2. Recommend approval/disapproval of leave & pass request to commander	2. Recommend approval/disapproval of leave & pass request to ISG	2. Recommend approval/disapproval of leave & pass request to ISG	2. Recommend approval/disapproval of leave & pass request to PSG
3. Prepare & maintain duty rosters	3. Monitor unit duty roster for platoon members	3. Monitor unit duty roster for section members	3. Monitor unit duty roster for squad members
4. Review & annotate promotion eligibility roster	4. Update platoon promotion eligibility roster	4. Update section promotion eligibility roster	4. Update squad promotion eligibility roster
5. Supervise Charge of Quarters (CQ)	5. Not applicable	5. Not applicable	5. Not applicable
6. Maintain bulletin board	6. Monitor bulletin board	6. Monitor bulletin board	6. Monitor bulletin board
7. Receive/monitor & route correspondence	7. Receive & route correspondence	7. Receive & route correspondence	7. Receive & route correspondence
8. Answer inquiries concerning personnel actions	8. Answer/refer inquiries concerning personnel actions for platoon members	8. Answer/refer inquiries concerning personnel actions for section members	8. Answer/refer inquiries concerning personnel actions for squad members
9. Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken	9. Analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken	9. Analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken	9. Analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken
10. Prepare & maintain counseling records	10. Prepare & maintain counseling records	10. Prepare & maintain counseling records	10. Prepare & maintain counseling records
11. Review/monitor & correct unit Personnel Information Roster	11. Review & correct unit Personnel Information Roster as pertains to platoon members	11. Review & correct unit Personnel Information Roster as pertains to section members	11. Not applicable

ADMINISTRATION (Con't) (First Sergeant)	ADMINISTRATION (Con't) (Platoon Sergeant)	ADMINISTRATION (Con't) (Section Chief)	ADMINISTRATION (Con't) (Squad Leader)
12. Answer pay inquiries from service members	12. Answer/refer pay inquiries from platoon members	12. Answer/refer pay inquiries from section members	12. Answer/refer pay inquiries from squad members
13. Supervise the administrative inprocessing/outprocessing of personnel	13. Guide/supervise the administrative inprocessing/outprocessing of platoon members	13. Guide/supervise the administrative inprocessing/outprocessing of section members	13. Guide the administrative inprocessing/outprocessing of squad members
14. Initiate administrative action on AWOL soldiers	14. Report AWOL soldiers	14. Report AWOL soldiers	14. Report AWOL soldiers
15. Conduct personnel asset inventory with commander	15. Conduct personnel asset inventory with commander & ISG	15. Conduct personnel asset inventory with commander & ISG	15. Conduct personnel asset inventory with commander & ISG
16. Prepare/maintain unit alert roster	16. Prepare/maintain platoon alert roster	16. Prepare/maintain section alert roster	16. Update/maintain squad alert roster
17. Control unit personnel visiting PAC	17. Control platoon personnel visiting PAC	17. Control section personnel visiting PAC	17. Control squad personnel visiting PAC
18. Draft correspondence (letters, DF's, Memos, etc.)	18. Draft correspondence (letters, DF's, Memos, etc.)	18. Draft correspondence (letters, DF's, Memos, etc.)	18. Draft correspondence (letters, DF's, Memos, etc.)
19. Screen Leave and Earnings Statement (LES) for potential pay problems	19. Screen Leave and Earnings Statement (LES) for potential pay problems	19. Screen Leave and Earnings Statement (LES) for potential pay problems	19. Screen Leave and Earnings Statement (LES) for potential pay problems
20. Maintain unit standard operating procedures (SOP) (e.g., draft changes & corrections & post changes & corrections)	20. Draft changes & corrections; post changes & corrections for platoon SOP--input to ISG	20. Draft changes & corrections; post changes & corrections for section SOP--input to ISG	20. Monitor squad standard operating procedures (SOP) (e.g., draft changes & corrections & post changes & corrections)
21. Prepare & maintain status boards & charts	21. Prepare & maintain status boards & charts	21. Prepare & maintain status boards & charts	21. Prepare & maintain status boards & charts
22. Prepare daily personnel status report	22. Prepare/update daily platoon personnel status report--input to ISG	22. Prepare/update daily section personnel status report--input to ISG	22. Prepare/update daily squad personnel status report--input to PSG

ADMINISTRATION (Con't) (First Sergeant)	ADMINISTRATION (Con't) (Platoon Sergeant)	ADMINISTRATION (Con't) (Section Chief)	ADMINISTRATION (Con't) (Squad Leader)
23. Consolidate/prepare recurring reports	23. Consolidate/prepare recurring reports--input to ISG	23. Consolidate/prepare recurring reports--input to ISG	23. Consolidate/prepare recurring reports--input to PSG
24. Prepare military correspondence (assemble, check content, format, accuracy, etc.)	24. Prepare military correspondence (assemble, check content, format, accuracy, etc.)	24. Prepare military correspondence (assemble, check content, format, accuracy, etc.)	24. Not applicable
25. Develop inspection checklist	25. Develop inspection checklist	25. Develop inspection checklist	25. Not applicable
26. Supervise/use the functional files maintained at the unit	26. Use the functional files maintained at the unit	26. Use the functional files maintained at the unit	26. Not applicable
27. Monitor fund drive collections	27. Monitor fund drive collections in platoon	27. Monitor fund drive collections in section	27. Monitor fund drive collections in squad
28. Prepare sick slips (DA Form 689)	28. Prepare sick slips (DA Form 689)	28. Prepare sick slips (DA Form 689)	28. Prepare sick slips (DA Form 689)
29. Supervise preparation of daily staff journal	29. Not applicable	29. Not applicable	29. Not applicable
30. Initiate/monitor requests for orders	30. Initiate requests for orders	30. Initiate requests for orders	30. Not applicable
31. Draft results of unit inspections	31. Report results of platoon inspections	31. Report results of section inspections	31. Draft/report results of squad inspections
32. Supervise unit mail clerk/alternate mail clerk	32. Not applicable	32. Not applicable	32. Not applicable
33. Maintain special activities calendar	33. Maintain a special activities calendar	33. Maintain a special activities calendar	33. Maintain special activities calendar
34. Initiate/review flagging actions	34. Request flagging actions as pertain to platoon members	34. Request flagging actions as pertain to section members	34. Request flagging actions pertain to squad members
35. Supervise unit clerk	35. Not applicable	35. Not applicable	35. Not applicable
36. Supervise log of incoming/outgoing correspondence to PAC	36. Not applicable	36. Not applicable	36. Not applicable

ADMINISTRATION (Con't) (First Sergeant)	ADMINISTRATION (Con't) (Platoon Sergeant)	ADMINISTRATION (Con't) (Section Chief)	ADMINISTRATION (Con't) (Squad Leader)
37. Monitor/maintain suggestion program	37. Monitor suggestion program for platoon	37. Monitor suggestion program for section	37. Monitor suggestion program for squad
38. Supervise requisition/maintenance of publications & blank forms	38. Supervise requisition/maintenance of publications & blank forms for platoon	38. Supervise requisition/maintenance of publications & blank forms for section	38. Supervise requisition/maintenance of publications & blank forms for squad
39. Maintain/supervise maintenance of (limited) military publication library	39. Maintain (limited) military publication library	39. Maintain (limited) military publication library	39. Maintain (limited) military publication library
40. Supervise transmittal of documents to finance (leaves, allotment, pay elections, etc.)	40. Not applicable	40. Not applicable	40. Not applicable
41. Prepare & maintain/supervise preparation & maintenance of reading files	41. Prepare & maintain reading files	41. Prepare & maintain reading files	41. Prepare & maintain reading files
42. Provide input to unit historical report	42. Provide input to unit historical report	42. Provide input to unit historical report	42. Provide input to unit historical report
43. Monitor maintenance of duty roster maintained at PAC	43. Incorporated into Task #3	43. Incorporated into Task #3	43. Incorporated into Task #3
44. Supervise maintenance of leave control log	44. Not applicable	44. Not applicable	44. Not applicable
45. Supervise unit mailroom operations	45. Not applicable	45. Not applicable	45. Not applicable
46. Supervise the preparation & maintenance of SIDPERS transactions, records & reports	46. Not applicable	46. Not applicable	46. Not applicable
47. Control issue of DD Form 714, Meal Card	47. Not applicable	47. Not applicable	47. Not applicable

ADMINISTRATION (Con't) (First Sergeant)	ADMINISTRATION (Con't) (Platoon Sergeant)	ADMINISTRATION (Con't) (Section Chief)	ADMINISTRATION (Con't) (Squad Leader)
48. Supervise the preparation & maintenance of DA Form 12 Series (Requirements for Publications & Blank Forms)	48. Incorporated into Task #38	48. Incorporated into Task #38	48. Not applicable
49. Supervise preparation & maintenance of Personnel Data Cards (DA Form 2475-2)	49. Not applicable	49. Not applicable	49. Not applicable
50. Prepare After-Action Reports	50. Prepare After-Action Reports	50. Prepare After-Action Reports	50. Prepare After-Action Reports
51. Draft messages (DD Form 173)	51. Draft messages	51. Draft messages	51. Draft messages
52. Conduct meetings (briefings, discussions, seminars, etc.)	52. Conduct meetings (briefings, discussions, seminars, etc.)	52. Conduct meetings (briefings, discussions, seminars, etc.)	52. Conduct meetings (briefings, discussions, seminars, etc.)
53. Attend meetings (staff, commander, council, etc.)	53. Attend meetings (staff, commander, council, etc.)	53. Attend meetings (staff, commander, council, etc.)	53. Attend meetings (staff, commander, council, etc.)
54. Conduct promotion boards for unit personnel	54. Attend promotion boards	54. Attend promotion boards	54. Attend promotion boards
SUPPLY (First Sergeant)	SUPPLY (Platoon Sergeant)	SUPPLY (Section Chief)	SUPPLY (Squad Leader)
55. Evaluate effectiveness of troop mess facility (sanitation, food preparation, etc.)	55. Monitor/check effectiveness of troop mess facility (sanitation, food preparation, etc.) input to 1SG	55. Monitor/check effectiveness of troop mess facility (sanitation, food preparation, etc.) input to 1SG	55. Monitor/check effectiveness of troop mess facility (sanitation, food preparation, etc.) input to PSG
56. Evaluate effectiveness of unit supply (economy, accountability, etc.)	56. Evaluate effectiveness of platoon supply (economy, accountability, etc.)	56. Evaluate effectiveness of section supply (economy, accountability, etc.)	56. Evaluate effectiveness of squad supply (economy, accountability, etc.)
57. Arrange & coordinate for transportation of personnel & equipment	57. Arrange & coordinate for transportation of personnel & equipment	57. Arrange & coordinate for transportation of personnel & equipment	57. Arrange & coordinate for transportation of personnel & equipment

SUPPLY (Con't) (First Sergeant)	SUPPLY (Con't) (Platoon Sergeant)	SUPPLY (Con't) (Section Chief)	SUPPLY (Con't) (Squad Leader)
58. Monitor/coordinate resupply operations	58. Monitor/coordinate resupply operations	58. Monitor/coordinate resupply operations	58. Monitor/coordinate resupply operations
59. Determine supply requirements	59. Determine supply requirements	59. Determine supply requirements	59. Determine supply requirements
60. Instruct/evaluate soldier on the procedure he/she must follow to be relieved from pecuniary liability	60. Brief soldiers on the procedure they must follow regarding supply accountability	60. Brief soldiers on the procedure they must follow regarding supply accountability	60. Brief soldiers on the procedure they must follow regarding supply accountability
61. Make recommendations regarding Reports of Survey	61. Make recommendations regarding Reports of Survey	61. Make recommendations regarding Reports of Survey	61. Make recommendations regarding Reports of Survey
62. Spot check fire extinguishers	62. Check fire extinguishers	62. Check fire extinguishers	62. Check fire extinguishers
63. Control/monitor equipment usage	63. Control equipment usage	63. Control equipment usage	63. Control equipment usage
64. Conduct physical inventory of installation organizational property	64. Conduct physical inventory of platoon organizational property	64. Conduct physical inventory of section organizational property	64. Conduct physical inventory of squad organizational property
65. Review Statement of Charges (DA Form 362)	65. Recommend Statement of Charges (DA Form 362)	65. Recommend Statement of Charges (DA Form 362)	65. Recommend Statement of Charges (DA Form 362)
66. Conduct/monitor inventory of absentees' personal effects & military equipment	66. Conduct inventory of personal effects & military equipment (to include absentees')	66. Conduct inventory of personal effects & military equipment (to include absentees')	66. Conduct inventory of personal effects & military equipment (to include absentees')
67. Inspect basic loads	67. Inspect basic loads	67. Inspect basic loads	67. Inspect basic loads
68. Maintain hand receipts	68. Maintain hand receipts	68. Maintain hand receipts	68. Maintain hand receipts
69. Monitor ration records & reports	69. Not applicable	69. Not applicable	69. Not applicable

GENERAL MILITARY (First Sergeant)	GENERAL MILITARY (Platoon Sergeant)	GENERAL MILITARY (Section Chief)	GENERAL MILITARY (Squad Leader)
70. Enforce standards of military discipline, courtesy & dress	70. Enforce standards of military discipline, courtesy & dress	70. Enforce standards of military discipline, courtesy & dress	70. Enforce standards of military discipline, courtesy & dress
71. Monitor troop health & welfare	71. Monitor platoon health & welfare	71. Monitor section health & welfare	71. Monitor squad health & welfare
72. Determine projects & details for extra duty personnel	72. Determine projects & details for extra training of personnel	72. Determine projects & details for extra training of personnel	72. Determine projects & details for extra training of personnel
73. Brief newly assigned personnel on missions & policies	73. Brief newly assigned personnel on platoon missions & policies	73. Brief newly assigned personnel on section missions & policies	73. Brief newly assigned personnel on squad missions & policies
74. Recommend judicial (courts-martial) & non-judicial (Art 15) action to commander	74. Recommend judicial (courts-martial) & non-judicial (Art 15) action to ISG/commander	74. Recommend judicial (courts-martial) & non-judicial (Art 15) action to ISG/commander	74. Recommend judicial (courts-martial) & non-judicial (Art 15) action to PSG
75. Visit personnel in hospital/confinement	75. Visit personnel in hospital/confinement	75. Visit personnel in hospital/confinement	75. Visit personnel in hospital/confinement
76. Recommend & initiate non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures	76. Recommend non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures to ISG	76. Recommend non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures to ISG	76. Recommend non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures to PSG
77. Protect the rights of an accused or suspected individual	77. Protect the rights of an accused or suspected individual	77. Protect the rights of an accused or suspected individual	77. Protect the rights of an accused or suspected individual
78. Monitor relationships between unit officers & NCOs	78. Monitor relationships between unit officers & NCOs as pertains to the platoon	78. Monitor relationships between unit officers & NCOs as pertains to the section	78. Not applicable
79. Explain local laws & regulations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to personnel	79. Explain local laws & regulations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to platoon personnel	79. Explain local laws & regulations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to section personnel	79. Explain local laws & regulations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to squad personnel
80. Inspect individual equipment for serviceability	80. Inspect individual equipment for serviceability	80. Inspect individual equipment for serviceability	80. Inspect individual equipment for serviceability

GENERAL MILITARY (Con't) (First Sergeant)	GENERAL MILITARY (Con't) (Platoon Sergeant)	GENERAL MILITARY (Con't) (Section Chief)	GENERAL MILITARY (Con't) (Squad Leader)
81. Assist in development of junior officers	81. Assist in development of junior officers	81. Assist in development of junior officers	81. Assist in development of junior officers
82. Recommend pretrial confinement to commander	82. Recommend pretrial confinement to 1SG	82. Recommend pretrial confinement to 1SG	82. Recommend pretrial confinement to PSG
83. Form & march unit for drill & ceremonies	83. Form & march platoon for drill & ceremonies	83. Form & march section for drill & ceremonies	83. Form & march squad for drill & ceremonies
84. Plan/coordinate ceremonies	84. Assist in planning/coordination of ceremonies	84. Assist in planning/coordination of ceremonies	84. Not applicable
85. Prepare & post summary of non-judicial punishment administered form (DA Form 3743R) on bulletin board	85. Not applicable	85. Not applicable	85. Not applicable
86. Monitor administrative preparation of record of proceedings under Art 15, UCMJ	86. Not applicable	86. Not applicable	86. Not applicable
87. Train the guidon bearer	87. Not applicable	87. Not applicable	87. Not applicable
88. Plan/organize unit recreation activities	88. Plan/organize platoon recreation activities	88. Plan/organize section recreation activities	88. Plan/organize squad recreation activities
89. Research Manual for Courts-Martial	89. Research/familiarize self with Manual for Courts-Martial	89. Research/familiarize self with Manual for Courts-Martial	89. Research/familiarize self with Manual for Courts-Martial
90. Monitor Unit Fund Council meetings & functions	90. Monitor Unit Fund Council meetings & functions	90. Monitor Unit Fund Council meetings & functions	90. Monitor Unit Fund Council meetings & functions
91. Determine/assist commander to determine criteria for probable cause for search & seizure	91. Assist commander to determine criteria for probable cause for search & seizure	91. Assist commander to determine criteria for probable cause for search & seizure	91. Assist commander to determine criteria for probable cause for search & seizure
92. Supervise the preparation of sworn/unsworn statements	92. Monitor the preparation of sworn/unsworn statements	92. Monitor the preparation of sworn/unsworn statements	92. Monitor the preparation of sworn/unsworn statements

GENERAL MILITARY (Con't) (First Sergeant)	GENERAL MILITARY (Con't) (Platoon Sergeant)	GENERAL MILITARY (Con't) (Section Chief)	GENERAL MILITARY (Con't) (Squad Leader)
93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations
94. Supervise preparation of bivouac area	94. Supervise preparation of platoon bivouac area	94. Supervise preparation of section bivouac area	94. Supervise preparation of squad bivouac area
95. Supervise local area security	95. Supervise platoon area security	95. Supervise section area security	95. Supervise squad area security
96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.)	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for platoon	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for section	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for squad
97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise squad MUAA/IUA (trains) area
98. Direct clearing of previously occupied unit area	98. Direct clearing of previously occupied platoon area	98. Direct clearing of previously occupied section area	98. Direct clearing of previously occupied squad area
99. Direct coordination & preparation of advance party	99. Implement/supervise preparation of advance party	99. Implement/supervise preparation of advance party	99. Not applicable
100. Inspect field fortifications	100. Inspect field fortifications	100. Inspect field fortifications	100. Inspect field fortifications
101. Plan/implement field sanitation activities	101. Implement field sanitation activities for platoon	101. Implement field sanitation for section	101. Implement field sanitation for squad
102. Evaluate operations orders for impact on unit capabilities	102. Implement/review operations orders for impact on platoon capabilities	102. Implement/review operations orders for impact on section capabilities	102. Implement/review operations orders for impact on squad capabilities
103. Plan command post (CP) general location	103. Plan platoon command post (CP) general location	103. Plan section command post (CP) general location	103. Not applicable
104. Prepare/monitor unit tactical feeding plan	104. Prepare/implement platoon tactical feeding plan	104. Prepare/implement section tactical feeding plan	104. Prepare/implement squad tactical feeding plan
105. Displace unit from one location to another	105. Displace platoon from one location to another	105. Displace section from one location to another	105. Displace squad from one location to another

GENERAL MILITARY (Con't) (First Sergeant)	GENERAL MILITARY (Con't) (Platoon Sergeant)	GENERAL MILITARY (Con't) (Section Chief)	GENERAL MILITARY (Con't) (Squad Leader)
93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations	93. Brief soldiers on civilian-military relations
94. Supervise preparation of bivouac area	94. Supervise preparation of platoon bivouac area	94. Supervise preparation of section bivouac area	94. Supervise preparation of squad bivouac area
95. Supervise local area security	95. Supervise platoon area security	95. Supervise section area security	95. Supervise squad area security
96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.)	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for platoon	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for section	96. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) for squad
97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise the MUAA/IUA (trains) area	97. Organize/supervise squad MUAA/IUA (trains) area
98. Direct clearing of previously occupied unit area	98. Direct clearing of previously occupied platoon area	98. Direct clearing of previously occupied section area	98. Direct clearing of previously occupied squad area
99. Direct coordination & preparation of advance party	99. Implement/supervise preparation of advance party	99. Implement/supervise preparation of advance party	99. Not applicable
100. Inspect field fortifications	100. Inspect field fortifications	100. Inspect field fortifications	100. Inspect field fortifications
101. Plan/implement field sanitation activities	101. Implement field sanitation activities for platoon	101. Implement field sanitation for section	101. Implement field sanitation for squad
102. Evaluate operations orders for impact on unit capabilities	102. Implement/review operations orders for impact on platoon capabilities	102. Implement/review operations orders for impact on section capabilities	102. Implement/review operations orders for impact on squad capabilities
103. Plan command post (CP) general location	103. Plan platoon command post (CP) general location	103. Plan section command post (CP) general location	103. Not applicable
104. Prepare/monitor unit tactical feeding plan	104. Prepare/implement platoon tactical feeding plan	104. Prepare/implement section tactical feeding plan	104. Prepare/implement squad tactical feeding plan
105. Displace unit from one location to another	105. Displace platoon from one location to another	105. Displace section from one location to another	105. Displace squad from one location to another

PERSONNEL MANAGEMENT (Con't) (First Sergeant)	PERSONNEL MANAGEMENT (Con't) (Platoon Sergeant)	PERSONNEL MANAGEMENT (Con't) (Section Chief)	PERSONNEL MANAGEMENT (Con't) (Squad Leader)
117. Recommend to commander approval/disapproval of personnel actions (DA Form 4187)	117. Recommend to 1SG approval/disapproval of personnel actions (DA Form 4187)	117. Recommend to 1SG approval/disapproval of personnel actions (DA Form 4187)	117. Recommend to PSG approval/disapproval of personnel actions (DA Form 4187)
118. Counsel military personnel on job performance (good & bad)	118. Counsel military personnel on job performance (good & bad)	118. Counsel military personnel on job performance (good & bad)	118. Counsel military personnel on job performance (good & bad)
119. Counsel personnel concerning personnel actions	119. Counsel personnel concerning personnel actions	119. Counsel personnel concerning personnel actions	119. Counsel personnel concerning personnel actions
120. Review EER for accuracy & completeness	120. Prepare EER & review for accuracy & completeness	120. Prepare EER & review for accuracy & completeness	120. Review EER for accuracy & completeness
121. Make appointments for enlisted personnel (medical, chaplain, IG, AER, etc.)	121. Make appointments for platoon enlisted personnel (medical, chaplain, IG, AER, etc.)	121. Make appointments for section enlisted personnel (medical, chaplain, IG, AER, etc.)	121. Recommend appointments for squad members (medical, chaplain, IG, AER, etc.) to PSG
122. Recommend personnel for administrative elimination	122. Recommend personnel for administrative elimination to 1SG	122. Recommend personnel for administrative elimination to 1SG	122. Recommend personnel for administrative elimination to PSG
123. Recommend personnel for special/additional duties	123. Recommend personnel for special/additional duties	123. Recommend personnel for special/additional duties	123. Recommend personnel for special/additional duties
124. Supervise/monitor awards & decorations programs for enlisted personnel	124. Monitor awards & decorations program for platoon members	124. Monitor awards & decorations program for section members	124. Monitor awards & decorations program for squad members to PSG
125. Recommend duty assignment for newly assigned personnel	125. Recommend to 1SG duty assignment for newly assigned personnel	125. Recommend to 1SG duty assignment for newly assigned personnel	125. Recommend to PSG duty assignment for newly assigned personnel
126. Review/correct unit manning	126. Not applicable	126. Not applicable	126. Not applicable
127. Recommend reassignment of assigned personnel	127. Recommend reassignment of platoon personnel	127. Recommend reassignment of section personnel	127. Recommend reassignment of squad personnel

PERSONNEL MANAGEMENT (Con't) (First Sergeant)	PERSONNEL MANAGEMENT (Con't) (Platoon Sergeant)	PERSONNEL MANAGEMENT (Con't) (Section Chief)	PERSONNEL MANAGEMENT (Con't) (Squad Leader)
128. Prepare rater's/indorser's section of EER	128. Prepare rater's/indorser's section of EER	128. Prepare rater's/indorser's section of EER	128. Prepare rater's section of EER
129. Implement/supervise unit weight control program	129. Monitor/supervise platoon weight control program	129. Monitor/supervise section weight control program	129. Monitor/supervise squad weight control program
130. Supervise the unit enlisted sponsorship program	130. Supervise the platoon enlisted sponsorship program	130. Supervise the section enlisted sponsorship program	130. Not applicable
131. Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.)	131. Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.)	131. Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.)	131. Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.)
132. Review administrative elimination proceedings	132. Not applicable	132. Not applicable	132. Not applicable
133. Prepare enlisted personnel rating scheme	133. Prepare/review platoon enlisted personnel rating scheme	133. Prepare/review section enlisted personnel rating scheme	133. Not applicable
134. Recommend personnel for MOS reclassification	134. Recommend personnel for MOS reclassification	134. Recommend personnel for MOS reclassification	134. Recommend personnel for MOS reclassification
135. Identify personnel for whom an EER is due	135. Identify platoon members for whom an EER is due	135. Identify section members for whom an EER is due	135. Identify squad members for whom an EER is due
136. Provide input to TOE/TDA changes	136. Provide input to TOE/TDA changes	136. Provide input to TOE/TDA changes	136. Not applicable
137. Write recommendations for awards/decorations	137. Write/provide input for recommendations for awards/decorations	137. Write/provide input for recommendations for awards/decorations	137. Write/provide input for recommendations for awards/decorations
138. Review military personnel job descriptions	138. Prepare/review military personnel job descriptions	138. Prepare/review military personnel job descriptions	138. Prepare/review military personnel job descriptions
139. Write letters of welcome to newly assigned personnel	139. Write letters of welcome to newly assigned platoon personnel	139. Write letters of welcome to newly assigned section personnel	139. Write letters of welcome to newly assigned squad personnel
140. Provide input to manpower survey documentation	140. Provide input to manpower survey documentation	140. Provide input to manpower survey documentation	140. Provide input to manpower survey documentation

PERSONNEL MANAGEMENT (Con't) (First Sergeant)	PERSONNEL MANAGEMENT (Con't) (Platoon Sergeant)	PERSONNEL MANAGEMENT (Con't) (Section Chief)	PERSONNEL MANAGEMENT (Con't) (Squad Leader)
141. Prepare/supervise the preparation of DA Form 4187, Personnel Actions	141. Help platoon members prepare DA Form 4187, Personnel Actions	141. Help section members prepare DA Form 4187, Personnel Actions	141. Help squad members prepare DA Form 4187, Personnel Actions
142. Prepare military personnel job descriptions	142. Incorporate into Task #138	142. Incorporate into Task #138	142. Incorporated into Task #138
143. Prepare/review civilian evaluation reports	143. Not applicable	143. Not applicable	143. Not applicable
144. Explain to SM why he/she must perform post details that do not pertain to his/her MOS	144. Explain to SM why he/she must perform post details that do not pertain to his/her MOS	144. Explain to SM why he/she must perform post details that do not pertain to his/her MOS	144. Explain to SM why he/she must perform post details that do not pertain to his/her MOS
145. Talk to dependent wives, husbands (requests, NEO procedures, etc.)	145. Not applicable	145. Not applicable	145. Not applicable
146. Provide personnel services	146. Provide personnel services	146. Provide personnel services	146. Provide personnel services
147. Apply motivational (rewards & punishments) techniques	147. Apply motivational (rewards & punishments) techniques	147. Apply motivational (rewards & punishments) techniques	147. Apply motivational (rewards & punishments) techniques
148. Supervise conduct of counseling in the unit	148. Supervise/monitor conduct of counseling in the platoon	148. Supervise/monitor conduct of counseling in the section	148. Not applicable
149. Conduct referrals to service agencies	149. Conduct referrals to service agencies	149. Conduct referrals to agencies	149. Conduct referrals to agencies
150. Assist/counsel in career planning & personal development	150. Assist in career planning & personal development	150. Assist in career planning & personal development	150. Assist in career planning & personal development
TRAINING (First Sergeant)	TRAINING (Platoon Sergeant)	TRAINING (Section Chief)	TRAINING (Squad Leader)
151. Conduct NCO calls	151. Conduct NCO calls within platoon	151. Conduct NCO calls within section	151. Not applicable

TRAINING(con't) (First Sergeant)	TRAINING (Con't) (Platoon Sergeant)	TRAINING (Con't) (Section Chief)	TRAINING (Con't) (Squad Leader)
152. Recommend personnel to attend service schools/additional or specialized training	152. Recommend personnel to attend service schools/additional or specialized training	152. Recommend personnel to attend service schools/additional or specialized training	152. Recommend personnel to attend service schools/additional or specialized training
153. Provide input to training schedules	153. Provide input to training schedules	153. Provide input to training schedules	153. Provide input to training schedules
154. Plan unit NCO training	154. Provide input for planning of unit NCO training to 1SG	154. Provide input for planning of unit NCO training to 1SG	154. Provide input for planning of unit NCO training to PSG
155. Develop/supervise physical fitness training/program	155. Develop/supervise physical fitness training/program in platoon	155. Develop/supervise physical fitness training/program in section	155. Develop/supervise physical fitness training/program in squad
156. Provide training guidance to subordinates	156. Provide training guidance to subordinates	156. Provide training guidance to subordinates	156. Provide training guidance to subordinates
157. Monitor subordinates' attainment of DA minimum civilian education goals	157. Monitor subordinates' attainment of DA minimum civilian education goals	157. Monitor subordinates' attainment of DA minimum civilian education goals	157. Monitor subordinates' attainment of DA minimum civilian education goals
158. Instruct NCO's on relationship between soldiers' manuals, SQT's, & ARTEP's	158. Instruct platoon members on relationship between soldiers' manuals, SQT's, & ARTEP's	158. Instruct section members on relationship between soldiers' manuals, SQT's, & ARTEP's	158. Instruct squad members on relationship between soldiers' manuals, SQT's, & ARTEP's
159. Critique deficiency of enlisted instructors	159. Critique deficiency of platoon enlisted instructors	159. Critique deficiency of section enlisted instructors	159. Critique deficiency of squad enlisted instructors
160. Evaluate training effectiveness to determine if commanders' training objectives are met	160. Evaluate training effectiveness to determine if commanders' training objectives are met	160. Evaluate training effectiveness to determine if commanders' training objectives are met	160. Evaluate training effectiveness to determine if commanders' training objectives are met
161. Implement training to correct individual/unit deficiencies	161. Implement/conduct training to correct individual deficiencies in platoon	161. Implement/conduct training to correct individual deficiencies in section	161. Implement/conduct training to correct individual/squad deficiencies
162. Conduct train-the-trainer sessions for unit NCO's	162. Conduct train-the-trainer sessions for platoon NCO's	162. Conduct train-the-trainer sessions for section NCO's	162. Not applicable

TRAINING (Con't) (First Sergeant)	TRAINING (Con't) (Platoon Sergeant)	TRAINING (Con't) (Section Chief)	TRAINING (Con't) (Squad Leader)
163. Identify & enforce training safety requirements	163. Identify & enforce training safety requirements	163. Identify & enforce training safety requirements	163. Identify & enforce training safety requirements
164. Designate personnel attend unit training	164. Insure platoon members attend unit training	164. Insure section members attend unit training	164. Insure squad members attend unit training
165. Plan unit collective training	165. Plan platoon collective training	165. Plan section collective training	165. Plan squad collective training
166. Review training performance objectives	166. Review training performance objectives	166. Review training performance objectives	166. Review training performance objectives
167. Provide input to unit Master Training Forecast	167. Provide input to unit Master Training Forecast	167. Provide input to unit Master Training Forecast	167. Provide input to unit Master Training Forecast
168. Conduct critiques of unit training	168. Conduct critiques of platoon training	168. Conduct critiques of section training	168. Conduct critiques of squad training
169. Evaluate individual training	169. Evaluate individual training for platoon personnel	169. Evaluate individual training for section personnel	169. Evaluate individual training for squad personnel
170. Organize/monitor unit SQT study program	170. Organize/implement platoon SQT study program	170. Organize/implement section SQT study program	170. Organize/implement squad SQT study program
171. Plan use of available training time	171. Plan use of available training time	171. Plan use of available training time	171. Plan use of available training time
172. Coordinate unit training	172. Coordinate platoon training	172. Coordinate section training	172. Coordinate squad training
173. Supervise collective training	173. Supervise platoon collective training	173. Supervise section collective training	173. Supervise squad collective training
174. Recommend tasks for inclement weather training	174. Implement tasks for inclement weather training	174. Implement tasks for inclement weather training	174. Recommend tasks for inclement weather training
175. Establish performance objectives based on commander's training guidance	175. Select performance objectives based on commander's SQT training guidance	175. Select performance objectives based on commander's SQT training guidance	175. Select performance objectives based on commander's SQT training guidance

TRAINING (Con't) (First Sergeant)	TRAINING (Con't) (Platoon Sergeant)	TRAINING (Con't) (Section Chief)	TRAINING (Con't) (Squad Leader)
176. Designate enlisted training instructors	176. Designate & train enlisted training instructors for platoon	176. Designate & train enlisted training instructors for section	176. Designate enlisted training instructors for squad
177. Coordinate unit training support	177. Coordinate platoon training support	177. Coordinate section training support	177. Coordinate squad training support
178. Conduct a performance oriented training session (individual & collective)	178. Conduct a performance oriented training session (individual & collective)	178. Conduct a performance oriented training session (individual & collective)	178. Conduct a performance oriented training session (individual & collective)
179. Determine required support for training	179. Determine required support for training	179. Determine required support for training	179. Determine required support for training
180. Supervise unit OJT program	180. Supervise platoon OJT program	180. Supervise section OJT program	180. Supervise squad OJT program
181. Prioritize tasks selected for training in unit	181. Prioritize tasks selected for training in platoon	181. Prioritize tasks selected for training in section	181. Prioritize tasks selected for training in squad
182. Supervise individual training	182. Plan, supervise & conduct individual training	182. Plan, supervise & conduct individual training	182. Supervise individual training within squad
183. Identify/review training publications	183. Identify/review & use training publications	183. Identify/review & use training publications	183. Identify/review & use publications
184. Plan unit individual training	184. Plan platoon individual training	184. Plan section individual training	184. Plan squad individual training
185. Evaluate collective training, using ARTEP evaluation standards	185. Evaluate collective training, using ARTEP evaluation standards	185. Evaluate collective training, using ARTEP evaluation standards	185. Evaluate collective training, using ARTEP evaluation standards
186. Prepare a performance oriented training session (individual/collective)	186. Prepare, supervise & conduct a performance oriented training session (individual/collective)	186. Prepare, supervise & conduct a performance oriented training session (individual/collective)	186. Prepare/supervise a performance oriented training session (individual/collective)
187. Draft/review a training outline	187. Draft/review a training outline	187. Draft/review a training outline	187. Draft/review training outlines
188. Implement an on-the-job (OJT) training program	188. Implement an OJT training program	188. Implement an OJT training program	188. Implement an OJT training program

TRAINING (Con't) (First Sergeant)	TRAINING (Con't) (Platoon Sergeant)	TRAINING (Con't) (Section Chief)	TRAINING (Con't) (Squad Leader)
189. Incorporate multi-echelon collective training in training program (e.g., concurrent training)	189. Incorporate multi-echelon collective training in training program (e.g., concurrent training)	189. Incorporate multi-echelon collective training in training program (e.g., concurrent training)	189. Incorporate multi-echelon collective training in training program (e.g., concurrent training)
190. Conduct training briefings	190. Conduct training briefings	190. Conduct training briefings	190. Attend training briefings
191. Record results of training	191. Record results of training	191. Record results of training	191. Record results of training
MAINTENANCE (First Sergeant)	MAINTENANCE (Platoon Sergeant)	MAINTENANCE (Section Chief)	MAINTENANCE (Squad Leader)
192. Inspect unit buildings & grounds	192. Inspect platoon buildings & grounds/area	192. Inspect section buildings & grounds/area	192. Inspect squad rooms, grounds & area
193. Inspect organizational equipment (TASC, NBC, tents, field mess, etc.)	193. Inspect platoon organizational equipment (TASC, NBC, tents, field mess, etc.)	193. Inspect section organizational equipment (TASC, NBC, tents, field mess, etc.)	193. Inspect squad organizational equipment (TASC, NBC, tents, field mess, etc.)
194. Inspect weapons	194. Inspect weapons/supervise & monitor cleaning of weapons	194. Inspect weapons/supervise & monitor cleaning of weapons	194. Inspect weapons/supervise & monitor cleaning of weapons
195. Spot-check vehicles for preventive maintenance indicators	195. Spot-check platoon vehicles for preventive maintenance indicators	195. Spot-check section vehicles for preventive maintenance indicators	195. Spot-check squad vehicles for preventive maintenance indicators
196. Monitor vehicle safety program	196. Monitor platoon vehicle safety program	196. Monitor section vehicle safety program	196. Monitor squad vehicle safety program
197. Recommend driver training program	197. Recommend soldiers for driver training program	197. Recommend soldiers for driver training program	197. Recommend soldiers for driver training program
198. Spot-check vehicle trip tickets & dispatch records	198. Monitor platoon vehicle trip tickets & dispatch	198. Monitor section vehicle trip tickets & dispatch	198. Monitor squad vehicle trip tickets & dispatch
199. Review equipment readiness status	199. Review platoon equipment readiness status	199. Review section equipment readiness status	199. Review squad equipment readiness status

MAINTENANCE (Con't) (First Sergeant)	MAINTENANCE (Con't) (Platoon Sergeant)	MAINTENANCE (Con't) (Section Chief)	MAINTENANCE (Con't) (Squad Leader)
200. Inspect maintenance/pioneer tools	200. Inspect platoon maintenance/pioneer tools	200. Inspect section maintenance/pioneer tools	200. Inspect squad maintenance/pioneer tools
201. Supervise personnel performing preventive maintenance	201. Supervise/monitor platoon personnel performing preventive maintenance	201. Supervise/monitor section personnel performing preventive maintenance	201. Supervise/monitor squad personnel performing preventive maintenance
202. Monitor driver awards program	202. Monitor driver awards program	202. Monitor driver awards program	202. Monitor driver awards program
203. Review operational readiness status of unit vehicles	203. Review operational readiness status of platoon vehicles	203. Review operational readiness status of section vehicles	203. Review operational readiness status of squad vehicles
204. Review maintenance SOP	204. Review maintenance SOP	204. Review maintenance SOP	204. Review maintenance SOP
205. Monitor vehicle dispatches	205. Incorporated into Task #198	205. Incorporated into Task #198	205. Incorporated into Task #198
206. Review unit Materiel Readiness Report (DA Form 2406)	206. Review unit Materiel Readiness Report (DA Form 2406) for platoon	206. Review unit Materiel Readiness Report (DA Form 2406) for section	206. Not applicable
207. Inspect equipment log books	207. Inspect equipment log books	207. Inspect equipment log books	207. Inspect equipment log books
208. Establish maintenance priorities	208. Establish maintenance priorities for platoon	208. Establish maintenance priorities for section	208. Establish maintenance priorities for squad
SECURITY (First Sergeant)			
209. Report security violations	209. Report security violations	209. Report security violations	209. Report security violations
210. Supervise key control	210. Supervise/monitor key control within platoon	210. Supervise/monitor key control within section	210. Monitor key control within squad
211. Insure personally owned high dollar value items are registered by serial number	211. Insure personally owned high dollar value items are registered by serial number for platoon members	211. Insure personally owned high dollar value items are registered by serial number for section members	211. Insure personally owned high dollar value items are registered by serial number for squad members

SECURITY (con't) (First Sergeant)	SECURITY (Con't) (Platoon Sergeant)	SECURITY (Con't) (Section Chief)	SECURITY (Con't) (Squad Leader)
212. Insure that privately owned weapons are secured in accordance with local directives	212. Insure that privately owned weapons are secured in accordance with local directives	212. Insure that privately owned weapons are secured in accordance with local directives	212. Insure that privately owned weapons are secured in accordance with local directives
213. Safeguard "For Official Use Only" material	213. Safeguard "For Official Use Only" material	213. Safeguard "For Official Use Only" material	213. Safeguard "For Official Use Only" material
214. Conduct physical security inspection	214. Conduct physical security inspection	214. Conduct physical security inspection	214. Conduct physical security inspection
215. Determine unit physical security requirements	215. Determine platoon physical security requirements	215. Determine section physical security requirements	215. Determine squad physical security requirements
216. Maintain a safe or cabinet security record (DA Form 672)	216. Maintain a safe or cabinet security record (DA Form 672)	216. Maintain a safe or cabinet security record (DA Form 672)	216. Maintain a safe or cabinet security record (DA Form 672)
217. Review security access roster	217. Review security access roster	217. Review security access roster	217. Review security access roster
218. Conduct arms room inspection	218. Conduct arms room inspection	218. Conduct arms room inspection	218. Conduct arms room inspection
219. Check security of serial numbered items	219. Check security of serial numbered items	219. Check security of serial numbered items	219. Check security of serial numbered items
220. Recommend suspension/revocation of security clearances	220. Recommend suspension/revocation of security clearances	220. Recommend suspension/revocation of security clearances	220. Recommend suspension/revocation of security clearances
221. Supervise unit armorer	221. Not applicable	221. Not applicable	221. Not applicable
222. Collect/report information of potential intelligence value	222. Collect/report information of potential intelligence value	222. Collect/report information of potential intelligence value	222. Collect/report information of potential intelligence value
223. Conduct unit physical security training	223. Conduct platoon physical security training	223. Conduct section physical security training	223. Conduct squad physical security training
224. Implement/enforce unit communications security procedures	224. Implement/enforce unit communications security procedures	224. Implement/enforce unit communications security procedures	224. Implement/enforce unit communications security procedures

SECURITY (con't) (First Sergeant)	SECURITY (Con't) (Platoon Sergeant)	SECURITY (Con't) (Section Chief)	SECURITY (Con't) (Squad Leader)
225. Conduct security briefings	225. Conduct platoon security briefings	225. Conduct section security briefings	225. Conduct squad security briefings
226. Prepare DA Form 727, Classified Container Information	226. Monitor DA Form 727, Classified Container Information	226. Monitor DA Form 727, Classified Container Information	226. Monitor DA Form 727, Classified Container Information
227. Encode/decode messages	227. Encode/decode messages	227. Encode/decode messages	227. Encode/decode messages
228. Inventory ammunition	228. Inventory ammunition for platoon	228. Inventory ammunition for section	228. Inventory ammunition for squad
229. Develop/supervise unit safety program	229. Monitor/enforce platoon safety program	229. Monitor/enforce section safety program	229. Monitor/enforce squad safety program
ARTEP AND PERIODS OF HOSTILITY (First Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Platoon Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Section Chief)	ARTEP AND PERIODS OF HOSTILITY (Squad Leader)
230. Establish & operate/supervise establishment & operation of field mess	230. Not applicable	230. Not applicable	230. Not applicable
231. Supervise establishment & operations of a unit motor pool	231. Not applicable	231. Not applicable	231. Not applicable
232. Evaluate/supervise evacuation of sick & injured to aid station	232. Supervise evacuation of sick & injured to aid station	232. Supervise evacuation of sick & injured to aid station	232. Supervise evacuation of sick & injured to aid station
233. Conduct tactical road march	233. Conduct a tactical road march	233. Conduct a tactical road march	233. Conduct a tactical road march
234. Establish a tactical bivouac	234. Establish a tactical bivouac	234. Establish a tactical bivouac	234. Establish a tactical bivouac
235. Employ/supervise employment of camouflage techniques	235. Employ camouflage techniques	235. Employ camouflage techniques	235. Employ camouflage techniques
236. Conduct rear area protection operations	236. Conduct rear area protection operations	236. Conduct rear area protection operations	236. Conduct rear area protection operations

ARTEP AND PERIODS OF HOSTILITY (Con't) (First Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Platoon Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Section Chief)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Squad Leader)
237. Conduct civil disturbance operations	237. Perform/train for civil disturbance operations	237. Perform/train for civil disturbance operations	237. Perform/train for civil disturbance operations
238. Disseminate intelligence to subordinates & support elements	238. Disseminate intelligence to subordinates & support elements	238. Disseminate intelligence to subordinates & support elements	238. Disseminate intelligence to subordinates & support elements
239. Conduct radio communications	239. Conduct radio communications	239. Conduct radio communications	239. Conduct radio communications
240. Execute loading IAW movement plan	240. Execute loading IAW movement plan	240. Execute loading IAW movement plan	240. Execute loading IAW movement plan
241. Establish observation posts	241. Establish observation posts	241. Establish observation posts	241. Establish observation posts
242. Occupy & secure company CP	242. Occupy & secure platoon CP	242. Occupy & secure section CP	242. Occupy & secure squad CP
243. Operate in a EW environment	243. Operate in a EW environment	243. Operate in a EW environment	243. Operate in a EW environment
244. Implement/supervise unit defensive posture	244. Implement/supervise platoon defensive posture	244. Implement/supervise section defensive posture	244. Implement/supervise squad defensive posture
245. Develop & implement plan for medical support	245. Monitor/review unit plan for medical support	245. Monitor/review unit plan for medical support	245. Monitor/review unit plan for medical support
246. Distribute weather data	246. Distribute weather data	246. Distribute weather data	246. Distribute weather data
247. Prepare operations estimate	247. Prepare operations estimate	247. Prepare operations estimate	247. Prepare operations estimate
248. Provide/supervise provision of PLL to elements at worksite	248. Request PLL for elements at worksite	248. Request PLL for elements at worksite	248. Not applicable
249. Supervise response to air/ground attack	249. Implement response to air/ground attack	249. Implement response to air/ground attack	249. Implement response to air/ground attack
250. Insure communications sites are adequately organized for defense	250. Not applicable	250. Not applicable	250. Not applicable

ARTEP AND PERIODS OF HOSTILITY (Con't) (First Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Platoon Sergeant)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Section Chief)	ARTEP AND PERIODS OF HOSTILITY (Con't) (Squad Leader)
251. Counter against/report jamming	251. Counter against/report jamming	251. Counter against/report jamming	251. Counter against/report jamming
252. Provide/insure laundry exchange	252. Insure laundry exchange	252. Insure laundry exchange	252. Insure laundry exchange
253. Process personnel replacements	253. Process personnel replacements	253. Process personnel replacements	253. Not applicable
254. Perform command & liaison visits	254. Perform command & liaison visits	254. Perform command & liaison visits	254. Perform liaison visits
255. Organize for combat operations	255. Organize for combat operations	255. Organize for combat operations	255. Organize for combat operations
256. Conduct withdrawals	256. Implement withdrawals	256. Implement withdrawals	256. Conduct withdrawals
257. Implement & monitor Personnel Reliability Program (PRP)	257. Not applicable	257. Not applicable	257. Not applicable
258. Train & certify personnel for NBC weapons logistical movement	258. Not applicable	258. Not applicable	258. Not applicable
259. Develop/establish perimeter defense	259. Develop/establish perimeter defense	259. Develop/establish perimeter defense	259. Develop/establish perimeter defense
260. Monitor energy conservation program	260. Monitor energy conservation program	260. Monitor energy conservation program	260. Monitor energy conservation program
261. Attend courts-martial boards	261. Attend courts-martials	261. Attend courts-martials	261. Attend courts-martials

APPENDIX A-1

GRAND MEANS FOR TASKS BY POSITION
AND JOB DIMENSION

Table A-1

Grand Mean Scores for Tasks Within each
Job Dimension for First Sergeants

Job Dimension	\bar{X} Importance	\bar{X} Frequency	\bar{X} Difficulty for Incumbents	\bar{X} Difficulty for New NCOs	% Who Perform
General Unit Administration	6.13	5.84	2.91	3.40	91.66
Administration of Personnel	6.16	5.70	2.52	3.06	83.86
Supply Tasks					
Garrison	6.25	5.48	2.88	3.51	93.65
Tactical/Combat					
Health and Welfare	6.12	4.75	2.68	3.32	91.18
Group Management	6.15	4.39	2.69	3.35	90.15
Training	6.06	4.88	2.88	3.46	83.57
Maintenance					
Security	6.14	4.91	2.43	2.96	78.77
ARTEP	6.15	3.49	3.06	3.71	56.74

Table A-2

Grand Mean Scores for Tasks Within each
Job Dimension for Platoon Sergeants

Job Dimension	\bar{X} Importance	\bar{X} Frequency	\bar{X} Difficulty for Incumbents	\bar{X} Difficulty for New NCOs	% who Perform
General Unit Administration	6.04	5.01	2.87	3.35	86.52
Administration of Personnel	6.01	3.40	1.92	2.06	62.27
Supply Tasks	6.06	4.82	2.69	3.10	67.94
Garrison	6.10	5.00	2.63	3.01	84.73
Tactical/Combat	6.12	3.76	2.87	3.33	75.30
Health and Welfare	6.02	4.86	2.71	3.15	92.21
Group Management	6.11	2.82	3.15	3.83	91.61
Training	6.05	5.11	3.17	3.24	78.41
Maintenance	6.26	5.39	2.72	3.15	83.14
Security	6.02	4.46	2.40	2.78	68.26
ARTEP	6.10	3.75	2.65	3.08	65.34

Table A-3

Grand Mean Scores for Tasks Within each
Job Dimension for Section Chiefs

Job Dimension	\bar{X} Importance	\bar{X} Frequency	\bar{X} Difficulty for Incumbents	\bar{X} Difficulty for New NCOs	% who Perform
General Unit Administration	6.13	5.01	2.45	2.67	51.26
Administration of Personnel	6.09	5.92	2.23	2.52	50.00
Supply Tasks	5.98	4.68	2.64	3.07	65.03
Garrison	6.01	5.03	2.54	2.75	87.84
Tactical/Combat	6.05	4.37	2.65	2.92	64.97
Health and Welfare	6.06	5.39	2.93	3.43	96.20
Group Management	6.01	3.61	2.63	2.89	78.79
Training	6.02	4.97	2.81	3.13	71.39
Maintenance	6.18	5.37	2.63	2.92	76.67
Security	6.07	5.13	2.50	2.71	62.65
ARTEP	6.21	4.79	3.24	3.87	59.17

Table A-4

Grand Mean Scores for Tasks Within each
Job Dimension for Squad Leader

Job Dimension	\bar{X} Importance	\bar{X} Frequency	\bar{X} Difficulty for Incumbents	\bar{X} Difficulty for New NCOs	% who Perform
General Unit Administration					
Administration of Personnel	5.85	4.57	2.14	2.55	61.04
Supply Tasks	5.77	5.12	2.49	3.00	57.36
Garrison	5.94	5.33	2.60	2.95	86.24
Tactical/Combat	5.89	3.98	2.59	3.15	72.34
Health and Welfare	5.81	4.56	2.65	3.36	78.29
Group Management	5.78	3.77	2.51	3.31	86.04
Training	5.81	5.08	2.66	3.32	73.85
Maintenance	5.96	4.98	2.40	2.92	76.41
Security	5.88	4.79	2.17	2.56	61.24
ARTEP	5.87	3.69	2.63	3.50	63.87

APPENDIX B

NCO LEADER TASKS SURVEY

NCO LEADER TASKS SURVEY

The Army Research Institute for the Behavioral and Social Sciences (ARI) is conducting research on the non-MOS specific tasks and skills of non-commissioned officers. As part of this research we are asking NCOs in different leadership positions to fill out this survey. The results of the surveys will indicate what tasks are performed by NCOs in the positions of First Sergeant, Platoon Sergeant, Section Chief, and Squad Leader in carrying out their leadership duties. The importance of each task, how frequently it is performed, and the difficulty of the tasks will also be indicated.

The following survey includes questions about your own duty position as a non-commissioned officer.

INSTRUCTIONS FOR COMPLETING THIS SURVEY ARE PROVIDED. PLEASE READ THEM CAREFULLY AND WRITE YOUR ANSWERS ON THIS FORM. ANSWER EACH QUESTION TO THE BEST OF YOUR ABILITY.

IF YOU HAVE ANY PROBLEMS WITH ANY OF THE INSTRUCTIONS OR ITEMS, PLEASE CALL DR. SHARON OR DR. HEBEIN AT 2131-6386/7635.

THANK YOU FOR YOUR COOPERATION

DATA REQUIRED BY THE PRIVACY ACT OF 1974

(5 U.S.C. 552a)

TITLE OF FORM

NCO LEADER TASKS SURVEY

PRESCRIBING DIRECTIVE

AR 70-1

1. AUTHORITY

10 USC Sec 4503

2. PRINCIPAL PURPOSE(S)

The data collected with the attached form are to be used for research purposes only.

3. ROUTINE USES

This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.

4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.

FORM

Privacy Act Statement - 28 Sep 78

DA Form 4368-R, 1 May 78

RATING OF FIRST SERGEANT NON-MOS SPECIFIC TASKS

The following list includes tasks which are part of the First Sergeant's responsibilities. These tasks are non-MOS specific--they describe the supervisory, training, counseling, maintenance, administrative, and similar responsibilities of the First Sergeant. Since you are a First Sergeant, we would like to know (1) if you perform these tasks, (2) how often you perform these tasks, and (3) how important each task is to the over-all performance of your job as a First Sergeant. We would also like to know how difficult each task is, and how difficult you think each task would be for a newly assigned First Sergeant.

Below is an example of how you should record your answers:

	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is the task for a new First Sergeant?
TASK STATEMENT	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 months 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
Recommend approval/disapproval of leave & pass request to commander	6	4	2	3

--If, for example, you perform this task almost every day, you would write the number 6 in the column which indicates how often the task is performed.

--If the performance of the task is somewhat important for the over-all performance of your job as a First Sergeant, you would write the number 4 in the column which indicates how important the task is to your over-all job performance.

--If this task is fairly easy to perform, the number 2 would be written in the column which indicates how difficult the task is.

--If you think the task would be not difficult for a new First Sergeant, the number 3 would be written in the column which indicates how difficult the task is for new First Sergeants.

Please read each task statement carefully and answer as accurately as you can.

The survey begins with a few background questions. Please answer these questions and continue on with the tasks list.

The questions may not be numbered consecutively for procedural purposes; therefore, disregard them.

After completing the survey please recheck to see that all questions have been fully answered.

THANK YOU

BACKGROUND INFORMATION

1. Full unit designation: _____
Battalion

Division

Corps
2. Rank: _____
3. Primary MOS (5 digits): _____
4. How long have you been in your current duty position? Check your current duty position and indicate how long you have been in this position; include all previous experience in this position.

_____ First Sergeant
_____ Platoon Sergeant
_____ Section Chief
_____ Squad Leader

_____, _____
Years Months

5. NCO training courses taken at an NCO Academy (check all that apply):

_____; _____; _____; _____; _____
PLC PNCOC BNCOC ANCOC None

6. For First Sergeants Only:

Have you taken the First Sergeant course?

_____; _____
Yes No

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
1. Explain to SM why he/she must perform post details that do not pertain to his/her MOS (144)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
2. Provide/insure laundry exchange (252)				
3. Direct clearing of previously occupied unit area (98)				
4. Supervise the unit enlisted sponsorship program (130)				
5. Plan/organize unit recreation activities (88)				
6. Provide input to unit historical report (42)				
7. Receive/monitor & route correspondence (7)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
8. Explain local laws and regulations (e.g., Status of Forces Agreements, city status, off-limit establishments, etc.) to personnel (79)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
9. Supervise the preparation and maintenance of SIDPERS transactions, records & reports (46)				
10. Recommend personnel for promotion/reduction (116)				
11. Instruct/evaluate soldier on the procedure he/she must follow to be relieved from pecuniary liability (60)				
12. Plan unit individual training (184)				
13. Conduct civil disturbance operations (237)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	
14. Supervise conduct of counseling in the unit (148)				
15. Recommend personnel for special/additional duties (123)				
16. Spot check fire extinguishers (62)				
17. Counsel military personnel on job performance (good & bad) (118)				
18. Incorporate multi-echelon collective training, in training program (e.g., concurrent training) (189)				
19. Plan/supervise implementation of NBC protective measures (106)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
20. Spot-check vehicles for preventive maintenance indicators (195)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
21. Draft results of unit inspections (31)				
22. Prepare & maintain duty rosters (3)				
23. Identify & enforce training safety requirements (163)				
24. Brief soldiers on civilian-military relations (93)				
25. Supervise preparation of daily staff journal (29)				
26. Conduct radio communications (239)				
27. Monitor vehicle safety program (196)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT			
28. Supervise Charge of Quarters (CQ) (5)			
29. Check security of serial numbered items (219)			
30. Prepare military correspondence (assemble, check content, format, accuracy, etc.) (24)			
31. Conduct physical inventory of installation organizational property (64)			
32. Provide/supervise provision of PLL to elements at worksite (248)			
33. Monitor maintenance of duty roster maintained at the PAC (33)			
34. Organize/supervise the MUAA/ IIA (trains) area (97)			

FIRST SERGEANT TASKS

TASK STATEMENT				
How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG	
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	
35. Maintain bulletin board (113)				
36. Brief personnel on standards, traditions & division of duties in Army (113)				
37. Recommend duty assignment for newly assigned personnel (125)				
38. Control unit personnel visiting PAC (17)				
39. Supervise personal hygiene (111)				
40. Evaluate collective training, using ARTEP evaluation standards (185)				
41. Monitor fund drive collections (27)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
42. Inspect basic loads (67)				
43. Implement training to correct individual/unit deficiencies (161)				
44. Coordinate post/community details (112)				
45. Recommend & initiate non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures (76)				
46. Monitor administrative preparation of record of proceedings under Art 15, UCMJ (86)				
47. Distribute weather data (246)				
48. Displace unit from one location to another (105)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
49. Review operational readiness status of unit vehicles (203)				
50. Evaluate effectiveness of unit supply (economy, accountability, etc.) (56)				
51. Conduct a performance oriented training session (individual & collective) (178)				
52. Maintain unit standard operating procedures (SOP) (e.g., draft changes & corrections & post changes & corrections (20)				
53. Monitor relationships between unit officers & NCOs (78)				
54. Develop & implement plan for medical support (245)				
55. Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken (9)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
56. Inspect field fortifications (100)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
57. Train & certify personnel for NBC weapons logistical movement (258)				
58. Supervise unit mail clerk/alternate mail clerk (32)				
59. Prepare rater's/indorser's section of EER (128)				
60. Attend meetings (staff, commander, council, etc.) (53)				
61. Conduct referrals to service agencies (149)				
62. Answer inquiries concerning personal actions (8)				
63. Conduct training briefings (190)				

FIRST SERGEANT TASKS

	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new 1SG
TASK STATEMENT	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
64. Recommend judicial (courts-martial) & non-judicial (Art 15) action to commander (74)				
65. Identify/review training publications (183)				
66. Direct coordination & preparation of advance party (99)				
67. Monitor energy conservation program (260)				
68. Plan use of available training time (171)				
69. Provide personnel services (146)				
70. Arrange & coordinate for transportation of personnel & equipment (57)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
71. Conduct arms room inspection (218)				
72. Assist/counsel in career planning & personal development (150)				
73. Inspect unit buildings & grounds (192)				
74. Identify personnel for whom an EER is due (135)				
75. Review & annotate promotion eligibility roster (4)				
76. Evaluate individual training (169)				
77. Prepare & post summary of non-judicial punishment administered form (DA Form 3743R) on bulletin board (85)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
78. Maintain special activities calendar				
79. Maintain a safe or cabinet security record (DA Form 672) (216)				
80. Prepare After-Action Reports (50)				
81. Answer pay inquiries from service members (12)				
82. Prepare/review civilian evaluation reports (143)				
83. Initiate/monitor requests for orders (30)				
84. Operate in a EW environment (243)				
85. Prepare & maintain counseling records (10)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
86. Brief newly assigned personnel on missions & policies (73)				
87. Draft correspondence (letters, DF's, memos, etc.) (18)				
88. Conduct critiques of unit training (168)				
89. Monitor vehicle dispatches (205)				
90. Provide input to manpower survey documentation (140)				
91. Conduct unit physical security training (223)				
92. Review Statement of Charges (DA Form 362) (65)				
93. Supervise unit clerk (35)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new LSG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
94. Develop/supervise physical fitness training/program (155)				
95. Counsel personnel with disciplinary problems (114)				
96. Execute loading IAW movement plan (240)				
97. Attend courts-martials (261)				
98. Inspect individual equipment for serviceability (80)				
99. Develop & implement human relations program (110)				
100. Spot-check vehicle trip tickets & dispatch records (198)				
101. Supervise key control (210)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
102. Initiate/review flagging actions (34)				
103. Make recommendations regarding Reports of Survey (61)				
104. Implement/enforce unit communications security procedures (224)				
105. Prepare a performance oriented training session (individual/collective) (186)				
106. Conduct withdrawals (256)				
107. Disseminate intelligence to subordinates & support elements (238)				
108. Review EER for accuracy & completeness (120)				
109. Prepare & maintain/supervise preparation & maintenance of reading files (41)				

FIRST SERGEANT TASKS

	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new 1SG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT				
110. Establish & operate/supervise establishment & operation of field mess (230)				
111. Prepare DA Form 727, classified container information (226)				
112. Organize for combat operations (255)				
113. Conduct personnel asset inventory with commander (15)				
114. Supervise local area security (95)				
115. Coordinate unit training support (177)				
116. Supervise preparation & maintenance of Personnel Data Cards (DA Form 2475-2) (49)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
117. Coordinate unit training (172)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
118. Supervise transmittal of documents to finance (leaves, allotment, pay elections, etc.) (40)				
119. Talk to dependent wives, husbands (requests, NEO procedures, etc.) (145)				
120. Enforce standards of military discipline, courtesy, & dress (70)				
121. Evaluate operations orders for impact on unit capabilities (102)				
122. Implement/supervise unit weight control program (129)				
123. Draft Messages (DD Form 173) (51)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISC
124. Conduct/monitor inventory of absentees' personal effects & military equipment (66)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
125. Review training performance objectives (166)				
126. Determine unit physical security requirements (215)				
127. Inspect weapons (194)				
128. Protect the rights of an accused or suspected individual (77)				
129. Plan/implement field sanitation activities (101)				
130. Conduct security briefings (225)				
131. Supervise tactical troop ground movements (107)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
132. Ensure that privately owned weapons are secured in accordance with local directives (212)				
133. Recommend approval/disapproval of leave & pass request to commander ((2)				
134. Implement & monitor Personnel Reliability Program (PRP) (257)				
135. Prepare military personnel job descriptions (142)				
136. Supervise personnel performing preventive maintenance (201)				
137. Prepare enlisted personnel rating scheme (133)				
138. Process personnel replacements (253)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	
139. Maintain hand receipts (68)				
140. Conduct physical security inspection (214)				
141. Assist in development of junior officers (81)				
142. Establish observation posts (241)				
143. Supervise maintenance of leave control log (44)				
144. Prepare sick slips (DA Form 689) (28)				
145. Supervise unit OJT program (180)				
146. Prepare & maintain status boards & charts (21)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new LSG
147. Conduct train-the-trainer sessions for unit NCO's (162)	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
148. Monitor troop health & welfare (71)				
149. Review/monitor & correct unit personnel information roster (11)				
150. Monitor driver awards program (202)				
151. Prepare daily personnel status report (22)				
152. Record results of training (191)				
153. Recommend pretrial confinement to commander (82)				
154. Encode/decode messages (227)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT			
155. Supervise the preparation & maintenance of DA Form 12 Series (Requirements for Publications & Blank Forms) (48)			
156. Prepare/maintain unit alert roster (16)			
157. Spot check loaded vehicle for compliance with vehicle load plans (108)			
158. Establish a tactical bivouac (234)			
159. Develop inspection checklist (25)			
160. Supervise collective training (173)			
161. Conduct meetings (briefings, discussions, & seminars) (52)			

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
162. Prioritize tasks selected for training in unit (181)				
163. Plan command post (CP) general location (103)				
164. Supervise handling of prisoners of war and refugees (109)				
165. Counter against/report jamming (251)				
166. Supervise unit mailroom operations (45)				
167. Make appointments for enlisted personnel (medical, chaplain, IG, AER, etc.) (121)				
168. Establish maintenance priorities (208)				
169. Plan unit NCO training (154)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT			
170. Monitor/coordinate resupply operations (58)			
171. Prepare operations estimate (247)			
172. Monitor unit fund council meetings & functions (90)			
173. Provide training guidance to subordinates (156)			
174. Recommend personnel for administrative elimination (122)			
175. Check to insure suspenses are met (1)			
176. Instruct NCO's on relationship between soldiers' manuals, SQT's, & ARTEP's (158)			

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new 1SG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
177. Conduct promotion boards for unit personnel (54)				
178. Review/correct unit manning (126)				
179. Supervise requisition/main-tenance of publications & blank forms (38)				
180. Provide input to TOE/TDA changes (136)				
181. Insure communications sites are adequately organized for defense (250)				
182. Review military personnel job descriptions (138)				
183. Recommend personnel to attend service schools/additional or specialized training (152)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new 1SG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT 184. Determine/assist commander to determine criteria for probable cause for search & seizure (91)			
185. Recommend to commander approval/disapproval of personnel actions (DA Form 4187) (117)			
186. Supervise establishment & operations of a unit motor pool (231)			
187. Monitor ration records & reports (69)			
188. Provide input to unit master training forecast (167)			
189. Consolidate/prepare recurring reports (23)			
190. Plan unit collective training (165)			

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new 1SG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
191. Ensure personally owned high dollar value items are registered by serial number (211)				
192. Critique deficiency of enlisted instructors (159)				
193. Recommend tasks for inclement weather training (174)				
194. Supervise/use the functional files maintained at the unit (26)				
195. Form & march unit for drill & ceremonies (83)				
196. Employ/supervise employment of camouflage techniques (235)				
197. Conduct NCO calls (151)				
198. Prepare/monitor unit tactical feeding plan (104)				

FIRST SERGEANT TASKS

	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
TASK STATEMENT	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
199. Develop/supervise unit safety program (229)				
200. Implement an on-the-job (OJT) training program (188)				
201. Supervise/monitor awards & decorations program for enlisted personnel (124)				
202. Organize/monitor unit SQT study program (170)				
203. Research manual for courts-martial (89)				
204. Provide input to training schedules (153)				
205. Inspect equipment log books (207)				
206. Control issue of DD Form 714, Meal Card (47)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT 207. Counsel personnel on skill qualification tests (e.g., preparation, scoring, importance, etc.) (131)			
208. Review unit Materiel Readiness Report (DA Form 2406) (206)			
209. Write recommendations for awards/decorations (137)			
210. Supervise the administration inprocessing/outprocessing of personnel (13)			
211. Determine projects & details for extra duty personnel (72)			
212. Train the guidon bearer (87)			
213. Determine required support for training (179)			

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
214. Occupy & secure company CP (242)				
215. Prepare/supervise the preparation of DA Form 4187, Personnel Actions (141)				
216. Supervise individual training (182)				
217. Recommend suspension/revocation of security clearances (220)				
218. Supervise preparation of bivouac area (94)				
219. Supervise response to air/ground attack (249)				
220. Visit personnel in hospital/confinement (75)				
221. Supervise unit armorer (221)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new LSG
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
TASK STATEMENT			
222. Designate personnel to attend unit training (164)			
223. Implement tactical cover & deception plans (noise, light, litter discipline, camouflage, etc.) (96)			
224. Recommend driver training program (197)			
225. Supervise log of incoming/outgoing correspondence to PAC (36)			
226. Plan/coordinate ceremonies (84)			
227. Review administrative elimination proceedings (132)			
228. Determine supply requirements (59)			

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISC
7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	
229. Monitor subordinates' attainment of DA minimum civilian education goals (157)				
230. Inspect organizational equipment (TASC, NBC, tents, field mess, etc.) (193)				
231. Initiate administrative action on AWOL soldiers (14)				
232. Recommend reassignment of assigned personnel (127)				
233. Maintain/supervise maintenance of (limited) military publication library (39)				
234. Write letters of welcome to newly assigned personnel (139)				
235. Safeguard "For Official Use Only" material (213)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
236. Evaluate training effectiveness to determine if commanders' training objectives are met (160)				
237. Counsel personnel concerning personnel actions (119)				
238. Monitor/maintain suggestion program (37)				
239. Designate enlisted training instructors (176)				
240. Screen Leave & Earnings Statement (LES) for potential pay problems (19)				
241. Supervise the preparation of sworn/unsworn statements (92)				
242. Conduct tactical road march (233)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
243. Establish performance objectives based on commander's training guidance (175)				
244. Perform command and liason visits (254)				
245. Control/monitor equipment usage (63)				
246. Conduct rear area protection operations (236)				
247. Review maintenance SOP (204)				
248. Draft/review a training outline (187)				
249. Inspect maintenance/pioneer tools (200)				
250. Evaluate effectiveness of troop mess facility (sanitation, food preparation, etc.) (55)				

FIRST SERGEANT TASKS

TASK STATEMENT	How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
	7- Several times a day 6- Almost every day 5- 1 or 2 times a week 4- 1 or 2 times a month 3- 1 or 2 times every 3 mos. 2- 1 or 2 times a year 1- Do not perform	7- Extremely important 6- Very important 5- Fairly important 4- Somewhat important 3- Not very important 2- Fairly unimportant 1- Not important at all	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy	7- Extremely difficult 6- Very difficult 5- Fairly difficult 4- Somewhat difficult 3- Not difficult 2- Fairly easy 1- Very easy
251. Counsel personnel facing personal/financial problems (115)				
252. Implement/supervise unit defensive posture (244)				
253. Report security violations (209)				
254. Recommend personnel for MOS reclassification (134)				
255. Develop/establish perimeter defense (259)				
256. Review security access roster (217)				
257. Apply motivational (rewards & punishments) techniques (147)				
258. Inventory ammunition (228)				

FIRST SERGEANT TASKS

How often do you perform the task?	How important is the task to your over-all job performance?	How difficult is the task for you?	How difficult is task for new ISG
<p>7- Several times a day</p> <p>6- Almost every day</p> <p>5- 1 or 2 times a week</p> <p>4- 1 or 2 times a month</p> <p>3- 1 or 2 times every 3 mos.</p> <p>2- 1 or 2 times a year</p> <p>1- Do not perform</p>	<p>7- Extremely important</p> <p>6- Very important</p> <p>5- Fairly important</p> <p>4- Somewhat important</p> <p>3- Not very important</p> <p>2- Fairly unimportant</p> <p>1- Not important at all</p>	<p>7- Extremely difficult</p> <p>6- Very difficult</p> <p>5- Fairly difficult</p> <p>4- Somewhat difficult</p> <p>3- Not difficult</p> <p>2- Fairly easy</p> <p>1- Very easy</p>	<p>7- Extremely difficult</p> <p>6- Very difficult</p> <p>5- Fairly difficult</p> <p>4- Somewhat difficult</p> <p>3- Not difficult</p> <p>2- Fairly easy</p> <p>1- Very easy</p>
TASK STATEMENT			
259. Evaluate/supervise evacuation of sick & injured to aid station (232)			
260. Review equipment readiness status (199)			
261. Collect/report information of potential intelligence value (222)			

APPENDIX C

INTERVIEW PROTOCOL

NCO TASKS/SKILLS IDENTIFICATION: INTERVIEW PROTOCOL

Hello, my name is _____ and I am with HumRRO, Human Resources Research Organization. Our organization is doing personnel related research for the Army Research Institute.

We have asked you to come here today (or we came here today) to hear about your responsibilities as an NCO in a leadership position and how you perform your leadership tasks.

This year we have been asked to study the non-MOS specific tasks NCOs perform in their positions of leadership. We are studying First Sergeants, Platoon Sergeants, Section Chiefs, and Squad Leaders (or equivalent positions). The purpose of this study is to identify the skills that these NCOs are required to have in order to successfully perform their leadership tasks. This information will be helpful in planning and updating the P.O.I. for NCO training courses taught at the NCO academies.

So far we have identified the major NCO leadership areas of responsibility. The areas which were identified include: personnel management, training, maintenance, security, supply, administration, general military, and ARTEP.

At the present stage of the study we are interviewing NCOs who are in leadership positions and who have been identified as effective NCOs to hear in detail from them how they carry out their leadership responsibilities. Each NCO will be interviewed on one area of responsibility. We will be interviewing many NCOs, so eventually we will cover all the areas of responsibility we have identified. We would like you to talk about your responsibilities concerning

(JOB DIMENSION, ex. Training) as you carry them out in your present position as _____. That is, the (Define the job dimension) of (Job dimension).

We would like you to describe for us in detail situations in which you carried out (ex. training), related tasks and incidents related to (ex. training) you were involved in which will illustrate for us--that is give us a comprehensive idea of what is involved in performing your (ex. training-related) responsibilities.

The main subjects we are interested in when you describe the problem situation or incident are:

1. What is it that you had to accomplish; what were your objectives in each one of the situations you describe for us?
2. How did you go about doing/accomplishing your objectives; what actions did you take?
3. What were the problems you encountered and how did you overcome them; also what were some of the problems you were not successful in overcoming?

In the course of your description of each situation, please tell us:

- What sources of information you used in carrying out your objectives.
- What decisions you made in regards to your actions, the people involved and why you made these decisions.
- The circumstances in which problems came up.
- Who were the people--coworkers, superiors, subordinates--who were involved in the carrying out of your tasks; how were they involved -- in what capacity, etc.?
- What other tasks that are not necessarily (ex. training) tasks you had to perform in the course of accomplishing your (ex. training) responsibilities?
- What the outcomes, products or results of your actions were?

For your convenience we have prepared an outline of the subjects and issues we just mentioned, and which we would like you to cover in your description of your job performance. Please use it while talking to us. At the end of your talk, we also would like to hear from you about the problems newly assigned NCOs are likely to encounter when performing (ex. training-related) tasks.

This interview will be recorded on tape. After the interview the research staff will listen to the tape to identify the skill requirements pertaining to the area of responsibility you will be talking about.

BACKGROUND INFORMATION

1. Social Security Number: _____
2. Rank: _____
3. Duty MOS (5 digits): _____
4. How long have you been in your current duty position? Check your current duty position and indicate how long you have been in this position; include all previous experience in this position.

_____ First Sergeant (or equivalent)

_____ Platoon Sergeant (or equivalent)

_____ Section Chief (or equivalent)

_____ Squad Leader (or equivalent)

_____, _____
Years Months

5. Are you a Sgt. Morale's Club member? _____ Yes _____ No
6. Have you received any other recognition or awards as an outstanding NCO? _____ Yes (List below) _____ No

7. NCO training courses taken at an NCO Academy (check all that apply):

_____, _____, _____, _____, _____
PLC PNCOC BNCOC ANCOC None

8. For First Sergeants Only:

Have you taken the First Sergeant Course?

_____, _____
Yes No

9. What is your highest level of education?

GENERAL UNIT ADMINISTRATION

Definition: The function of planning, organizing and controlling the activities of the unit for the accomplishment of the mission.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

ADMINISTRATION OF PERSONNEL

Definition: Performance of the tasks related to planning, organizing and controlling the activities of individual soldiers in the unit in order to accomplish the mission.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

SUPPLY

Definition: The performance of tasks required to insure timely supply and resupply of those items needed for a soldier to function under any circumstance. These include, but are not limited to, messing, transportation, property accountability/serviceability and maintenance of safety devices.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

GENERAL MILITARY: GARRISON TASKS

Definition: Those tasks normally performed in a day-to-day garrison environment that pertain to the individual soldier.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

GENERAL MILITARY: TACTICAL/COMBAT TASKS

Definition: The performance of those tasks that are normally performed in a combat/tactical/field mode in the accomplishment of the unit's mission.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

PERSONNEL MANAGEMENT: HEALTH AND WELFARE

Definition: The performance of those tasks pertaining to the individual needs and motivational requirements of the soldier.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

GROUP MANAGEMENT

Definition: The performance of those tasks in which the unit as a whole is considered in planning, organizing, directing, etc.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

TRAINING

Definition: The performance of tasks related to the planning, implementation, evaluation and correction of individual and collective training.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

MAINTENANCE

Definition: Maintenance is the function of sustaining materiel in an operational status; restoring it to a serviceable condition or updating and upgrading its fundamental utility through modification. (AR 700-126)

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

SECURITY

Definition: The performance of tasks that insure a military unit, in peace or war, can perform its mission, without outside disruptions from an enemy, e.g. sabotage.

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

ARTEP

Definition: Those tasks performed in a training mode (ARTEP) to prepare the individual and the unit for combat (hostility).

Topics for description of job performance situations:

1. Objectives - What tasks were to be accomplished?
2. Actions - How were the objectives accomplished?
3. Problems and solutions - What were the difficulties/problems that came up; how were they solved (or not solved)?

Issues to be discussed in the course of a job performance description:

1. Sources of information used.
2. Decisions made.
3. Circumstances of difficulties and problems.
4. People involved.
5. Other related tasks.
6. Outcomes, products, results.

Last topic to be discussed:

Problems that are likely to be encountered by NCOs newly assigned to the job.

DEFINITIONS OF LEADER SKILLS/COMPETENCIES

Supervising

- a. Directing - Issuing orders or instructions; clearly directing subordinates to perform required tasks without threat or punishment.
- b. Assigning duties or tasks - Informing individual subordinates or groups as to specific tasks or duties they will perform.
- c. Delegating - Giving subordinates responsibility for execution of all or parts of tasks under the NCO's control.
- d. Informing subordinates - Transmitting to subordinates organizational or procedural information that directly effects them.
- e. Explaining/advising - Explaining reasons for how and why something should be done and providing suggestions as to how it can be accomplished.
- f. Evaluating performance - Determining whether subordinates' performance meets military standards and/or the NCO's personal standards.
- g. Coercing - Using rank or both general or personal threats to induce subordinates to perform a task.
- h. Exhorting - Conducting discussions or conversations with subordinates in which NCO uses words only (no rewards or punishment) to get subordinate to do a good job, do better in any area, or to do something desired by the NCO, without resorting to reward, punishment, or coercion. Using persuasion only.
- i. Rewarding - Using some form of reward (including praise) to reinforce desirable behavior.
- j. Punishing - Using some form of punishment (including disciplinary action or formal reprimand) to negatively motivate subordinate to avoid undesirable behavior.
- k. Reprimanding - Informally chastising a subordinate for undesirable behavior.
- l. Representing the group - Serves as a representative of the group or unit which he is responsible for to higher levels or to adjacent units (requirements, needs, concerns). Emphasizes his responsibility to take care of his/her unit's missions, problems, requirements, etc.

Organizing and Controlling Resources

- a. Inspecting - A physical check of equipment, personnel, property, or piece of work to determine whether desired conditions or standards have been met.
- b. Monitoring - Periodically checking subordinates or ongoing activities to see if tasks or activities are being accomplished as directed or planned.
- c. Evaluating results - Checking the results of subordinates' or the unit's performance to determine whether goals, objectives, or standards have been met.
- d. Organizing - Specifying and assigning personnel, material, equipment, and other resources needed to accomplish required tasks.
- e. Coordinating activities of personnel - Insuring that the activities of all personnel contribute efficiently to the company task or mission of the group or unit.
- f. Coordinating requirements/resources - Matching resource needs (personnel, equipment, material) with mission requirements and when necessary obtaining additional resources.
- g. Implementing orders/instructions - Responding to or executing decisions, orders, or instructions from superiors or higher organizational levels.
- h. Implementing procedures - Insuring that required procedures and SOP are followed by all members of the unit.
- i. Informing superiors - Transmitting information to superiors about unit conditions, work progress, and problems within unit.
- j. Reporting and corresponding - Preparation of transmittals, written reports, correspondence, memoranda, etc.

Planning

- a. Establishing procedures - Determining procedures within the unit that have not been determined by higher levels of authority.
- b. Scheduling - Implementing scheduling imposed by higher levels or develop scheduling of other activities within the unit.
- c. Programming - Identifying activities or tasks that need to be accomplished prioritizing them and determining how and when they will be executed in order to meet required goals and objectives.

- d. Allocating resources - Determining how resources (personnel, etc.) can be used most efficiently and assigning resources to tasks or activities where required.
- e. Setting unit goals and objectives - Specifying short range objectives and long range goals within the unit.
- f. Acquiring information - Obtaining information about mission and task requirements, available resources, etc., in order to plan activities of the unit.

Group Development

- a. Team building - Encouraging subordinates to work as a team to accomplish shared goals; stimulating unit identity, pride, and teamwork.
- b. Resolving conflicts - Negotiating or mediating disputes to a successful resolution when they occur within the unit.
- c. Setting group performance standards - Establishing and communicating standards of performance required of the group.
- d. Critiquing performance - Giving feedback to the work group about its performance.

Individual Development

- a. Instructing - Conducting formal training for subordinates.
- b. Coaching - Helping subordinates to accomplish tasks more effectively by providing information, showing them how, or correcting their performance.
- c. Setting ind. performance standards - Establishing and communicating individual performance standards based on the abilities of the individual and on mission requirements.
- d. Giving Feedback - Providing informal, on the spot, assessment to all individuals on results of his/her performance and actions.
- e. Performance counseling - Formally discussing job performance with subordinate including ways to improve performance, etc. May be periodic discussion, with written performance evaluation, or special counseling session.
- f. Personal counseling - Discussing matters other than job performance with subordinates. NCO listens, discusses, advises, exhorts,

counsels subordinates on personal problems, disciplinary matters, career planning, personal (non-job) behavior, etc.

Interpersonal Relations

- a. Negotiating - Interacting with peers (same level), superiors, or personnel of other units to arrive at a solution, conclusion, decision, or action that is mutually satisfactory to both or all parties concerned.
- b. Use of informal networks - Using informal contacts or friendships outside the chain of command to obtain information or get something done.
- c. Establishing rapport with personnel - Establishing positive relationships with subordinates. Orientation or conversations with new personnel. Conversations or actions with any subordinate specifically intended to improve or maintain a positive relationship with him/her.
- d. Resolving conflict with superiors and peers - Reducing or resolving disagreements, conflicts, bad feelings with superiors or peers (equal levels or personnel of other units).

Personal Ethics and Attitudes

- a. Achievement emphasis - Expressing a desire to do a good job, to meet standards of excellence, to advance one's career, and to have the unit do a good job.
- b. Concern for welfare of personnel - Expressing concern for the welfare, safety, health, and personal well-being of personnel.
- c. Setting the example - Expressing a sincere desire to be a good example to subordinates; describing actions taken to set an example. Not merely an expression of the official "party line."
- d. Professionalism - Expressing a general attitude or philosophy that reflects a high value on professional conduct on or off the job.
- e. Initiative - Describing taking personal initiative (without instructions or persuasion from others) to overcome obstacles or accomplish tasks.
- f. Adaptability - Describing incidents or actions which indicate ability to adapt readily to difficult or changing situations or conditions; showing flexibility in approaching problems, finding solutions, and handling personnel.

APPENDIX D

MEAN PERCENTAGES FOR SKILLS BY POSITION

AND TYPE OF MOS

Table D-1

Percentage of Interviewees Reporting Supervising Skills
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Directing	54.55	36.36	72.73	9.09	54.55	45.45	36.36	18.18
Assigning Duties & Tasks	100.00	72.73	81.82	90.91	81.82	81.82	81.82	72.70
Delegating	54.55	54.55	63.64	63.64	81.82	72.70	36.36	27.27
Informing Subordinates	100.00	100.00	100.00	100.00	90.91	100.00	100.00	100.00
Explaining/Advising	81.82	81.82	100.00	100.00	63.64	81.82	90.91	63.64
Evaluating Performance	81.82	90.91	90.91	90.91	81.82	81.82	100.00	63.64
Coercing	9.09	0.00	0.00	0.00	0.00	0.00	9.09	9.09
Exhorting	45.45	45.45	36.36	63.64	36.36	54.55	27.27	54.55
Rewarding	18.18	18.18	27.27	36.36	18.18	45.45	63.64	36.36
Punishing	27.27	18.18	27.27	45.45	36.36	45.45	36.36	63.64
Reprimanding	27.27	45.45	54.55	36.36	45.45	36.36	45.45	18.18
Representing the Group	63.64	54.55	54.55	90.91	45.45	54.55	36.36	27.27

Note. n = 11 for each duty position

Table D-2

Percentage of Interviewees Reporting Organizing and Controlling Resources Skills
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Inspecting	90.91	72.70	81.82	81.82	72.70	81.82	63.64	63.64
Monitoring	90.91	81.82	90.91	90.91	90.91	90.91	63.64	63.64
Evaluating Results	54.55	72.70	45.45	72.70	45.45	81.82	36.36	18.18
Organizing	81.82	45.45	36.36	63.64	54.55	54.55	45.45	9.09
Coordinating Activities	63.64	63.64	45.45	36.36	81.82	72.70	54.55	54.55
Coordinating Requirements/ Resources	72.70	90.91	45.45	72.70	81.82	63.64	72.70	54.55
Implementing Orders	36.36	36.36	36.36	45.45	27.27	36.36	45.45	36.36
Implementing Procedures	90.91	81.82	63.64	54.55	63.64	81.82	81.82	54.55
Informing Superiors	72.70	72.70	63.64	81.82	81.82	72.70	63.64	54.55
Reporting and Corresponding	54.55	63.64	63.64	72.70	72.70	81.82	63.64	36.36

Note. n = 11 for each duty position

Table D-3

Percentage of Interviewees Reporting Planning Skills
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Establishing Procedures	27.27	27.27	18.18	9.09	54.55	27.27	27.27	0.00
Scheduling	63.64	54.55	36.36	54.55	54.55	63.64	45.45	9.09
Programming	54.55	63.64	36.36	72.73	72.73	63.64	54.55	9.09
Allocating Resources	54.55	72.73	45.45	81.82	63.64	54.55	45.45	27.27
Setting Unit Goals	45.45	18.18	18.18	27.27	45.45	36.36	18.18	0.00
Acquiring Information	90.91	90.91	90.91	100.00	90.91	100.00	90.91	81.82

Note. n = 11 for each duty position

Table D-4

Percentage of Interviewees Reporting Group Development Skills
by Position and Type of MOS

GROUP DEVELOPMENT	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Team Building	0.00	36.36	27.27	45.45	18.18	45.45	18.18	18.18
Resolving Conflicts	0.00	9.09	18.18	18.18	18.18	27.27	18.18	9.09
Setting Group Performance Standards	63.64	54.55	54.55	63.64	54.55	36.36	63.64	54.55
Critiquing Performance	18.18	18.18	45.45	54.55	18.18	27.27	36.36	36.36

Note. n = 11 for each duty position

Table D-5

Percentage of Interviewees Reporting Individual Development Skills
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Instructing	63.64	63.64	54.55	54.55	63.64	81.82	54.55	63.64
Coaching	45.45	45.45	45.45	90.91	18.18	45.45	36.36	18.18
Setting Individual Performance Standards	54.55	45.45	72.73	63.64	54.55	54.55	54.55	36.36
Giving Feedback	45.45	81.82	63.64	81.82	36.36	63.64	36.36	81.82
Performance Counseling	18.18	36.36	45.45	81.82	36.36	81.82	72.73	72.73
Personal Counseling	45.45	45.45	45.45	54.55	27.27	36.36	54.55	45.45

Note. n = 11 for each duty position

Table D-6

Percentage of Interviewees Reporting Interpersonal Relations Skills
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Negotiating	36.36	36.36	18.18	45.45	18.18	18.18	0.00	18.18
Use of Informal Networks	9.09	27.27	18.18	9.09	45.45	18.18	0.00	9.09
Establishing Rapport with Personnel	36.36	81.82	63.64	72.73	54.55	81.82	90.91	72.73
Resolving Conflicts - Superiors/peers	9.09	27.27	18.18	18.18	9.09	18.18	9.09	18.18

Note. n = 11 for each duty position

Table D-7

Percentage of Interviewees Reporting Personal Ethics/Attitudes
by Position and Type of MOS

	COMBAT ARMS				COMBAT SUPPORT/COMBAT SERVICE SUPPORT			
	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader	First Sergeant	Platoon Sergeant	Section Chief	Squad Leader
Achievement Emphasis	27.27	45.45	45.45	36.36	27.27	18.18	27.27	27.27
Concern for Welfare of Personnel	72.73	63.64	63.64	45.45	72.73	63.64	72.73	90.91
Setting the Example	9.09	54.55	63.64	36.36	45.45	27.27	45.45	45.45
Professionalism	54.55	72.73	63.64	72.73	54.55	45.45	18.18	45.45
Initiative	45.45	63.64	45.45	63.64	54.55	63.64	63.64	18.18
Adaptability	36.36	36.36	45.45	36.36	27.27	54.55	45.45	18.18

Note. n = 11 for each duty position